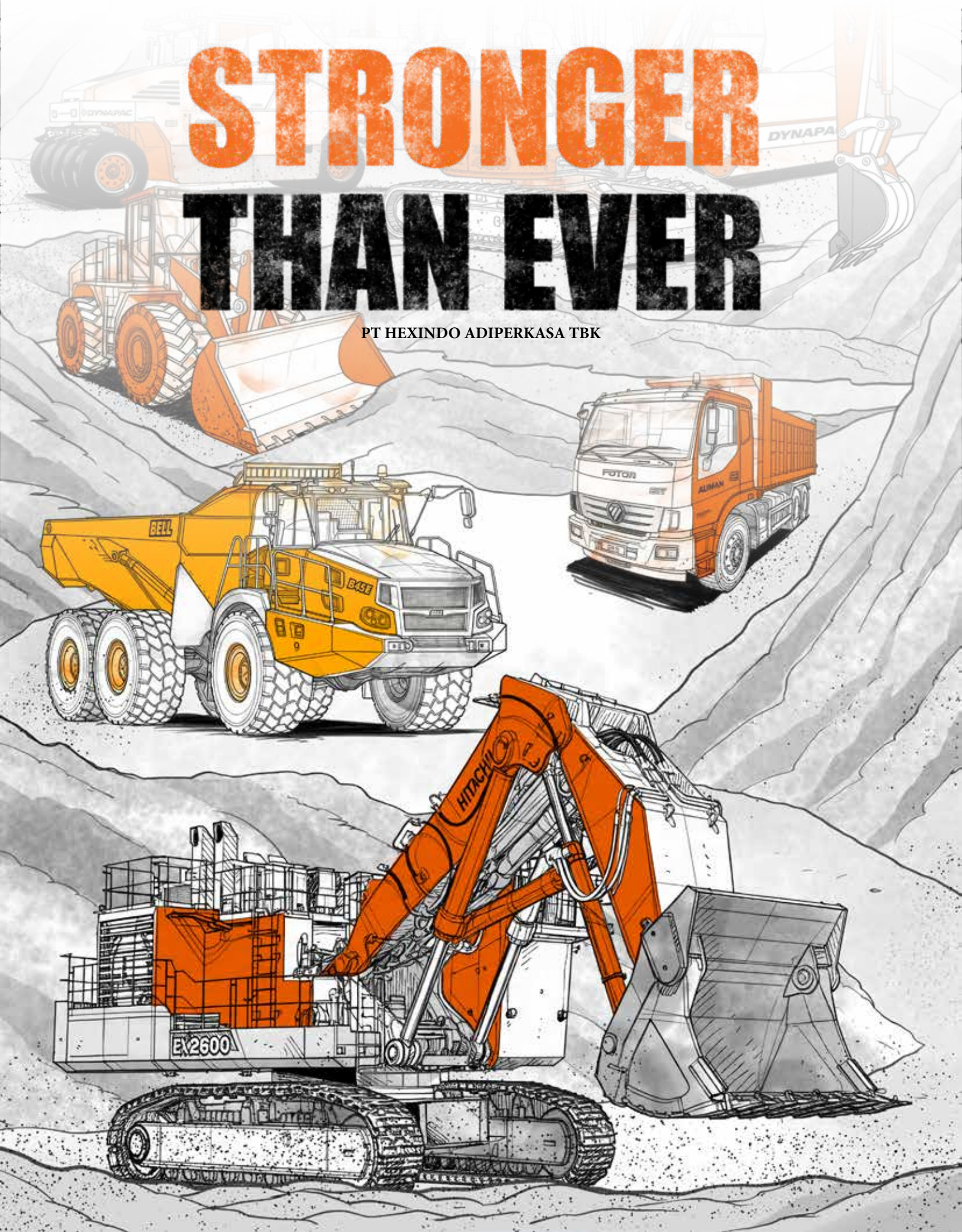
2025

Laporan Tahunan dan Laporan Keberlanjutan
Annual Report and Sustainability Report

HEXINDO

STRONGER THAN EVER

PT HEXINDO ADIPERKASA TBK



Sangkalan dan Batas Tanggung Jawab
Disclaimer and Limitation of Liability

Laporan Tahunan ini berisikan pernyataan-pernyataan kondisi keuangan, hasil operasi, proyeksi, rencana, strategi, kebijakan, serta tujuan Perusahaan, yang digolongkan sebagai pernyataan ke depan dalam pengertian perundang-undangan yang berlaku, kecuali hal-hal yang bersifat historis.

This annual report contains financial condition, operation results, projections, plans, strategies, policy, as well as the Company's objectives, which is classified as forward-looking statements in the implementation of the prevailing laws, excluding historical matters.

Pernyataan-pernyataan tersebut bersifat prospektif yang memiliki risiko dan ketidakpastian serta dapat mengakibatkan perkembangan aktual secara material berbeda dari yang tertulis dalam pernyataanpernyataan tersebut. Pernyataan prospektif dalam laporan tahunan ini dibuat berdasarkan berbagai asumsi mengenai kondisi terkini dan kondisi mendatang dari Perusahaan serta lingkungan bisnis di mana Perusahaan menjalankan kegiatan usaha. Perusahaan tidak menjamin bahwa segala tindakan yang telah diambil untuk memastikan keabsahan dokumen ini akan membawa hasil-hasil tertentu sesuai harapan.

Such forward-looking statements are subject to known and unknown risks (prospective), uncertainties, and other factors that could cause actual results to differ materially from expected results. Prospective statements in this annual report are prepared based on numerous assumptions concerning current conditions and future events of the Company and the business environment where the Company conducts business. The Company shall have no obligation to guarantee that the entire valid document presented will bring specific results as expected.

Perseroan menyadari bahwa tantangan di masa depan akan semakin kompleks, ditandai dengan ketidakpastian ekonomi global, perubahan iklim, dan dinamika geopolitik yang terus berkembang. Untuk menjawab tantangan tersebut, Perseroan terus memperkuat fundamental bisnis melalui peningkatan efisiensi operasional, penguatan kualitas layanan, optimalisasi pemanfaatan teknologi dan sumber daya, serta penerapan tata kelola yang baik. Di saat yang sama, Perseroan tetap berkomitmen menjalankan praktik bisnis yang berkelanjutan dengan mengintegrasikan aspek ekonomi, sosial, dan lingkungan ke dalam setiap kegiatan operasional, sehingga mampu menciptakan nilai tambah yang berkelanjutan bagi seluruh pemangku kepentingan.

The Company recognizes that future challenges will become increasingly complex, driven by global economic uncertainty, climate change, and evolving geopolitical dynamics. In response, the Company continues to strengthen its business fundamentals by enhancing operational efficiency, improving service quality, optimizing the use of technology and resources, and implementing sound corporate governance. At the same time, the Company remains committed to sustainable business practices by integrating economic, social, and environmental considerations into its operations, enabling it to create sustainable value for all stakeholders.

Laporan Tahunan dan Keberlanjutan ini memuat kata "Perseroan", "Perusahaan", dan "Hexindo" yang didefinisikan sebagai PT Hexindo Adiperkasa Tbk yang menjalankan kegiatan usaha utama di bidang perdagangan dan penyewaan alat berat serta pelayanan purna jual. Adakalanya kata "kami" digunakan atas dasar kemudahan untuk menyebut PT Hexindo Adiperkasa Tbk secara umum. Laporan ini memuat data dan informasi terkait kinerja yang dilakukan Perseroan sepanjang tahun buku 2025, yang dimulai sejak tanggal 1 April 2025 dan berakhir pada tanggal 31 Maret 2026.

This Annual and Sustainability Report uses the terms "the Company" and "Hexindo," to refer to PT Hexindo Adiperkasa Tbk, which engages primarily in the trading and rental of heavy equipment as well as aftersales services. For the sake of simplicity, the term "we" is occasionally used to refer to PT Hexindo Adiperkasa Tbk in a general context. This report contains data and information related to the Company's performance throughout the 2025 fiscal year, which began on April 1, 2025, and ended on March 31, 2026.

Penjelasan Tema
Theme Explanation



Kemampuan untuk tetap bertahan, beradaptasi, dan terus berkembang di tengah perubahan merupakan fondasi utama dalam membangun organisasi yang tangguh. Bagi Perseroan, setiap tantangan yang dihadapi sepanjang tahun menjadi momentum untuk memperkuat fundamental bisnis, meningkatkan efisiensi operasional, mendorong inovasi, serta memperkuat kualitas layanan guna menciptakan nilai yang berkelanjutan bagi seluruh pemangku kepentingan.

Semangat tersebut menjadi landasan bagi tema "Stronger Than Ever", yang mencerminkan tekad Perseroan untuk tidak hanya menghadapi dinamika industri dengan ketangguhan yang lebih baik, tetapi juga terus membangun daya saing melalui tata kelola yang baik, pengembangan sumber daya manusia, budaya keselamatan kerja, dan praktik bisnis yang berkelanjutan. Dengan fondasi yang semakin kokoh, Perseroan optimistis mampu menciptakan pertumbuhan yang berkelanjutan dan memberikan nilai jangka panjang bagi seluruh pemangku kepentingan.

The ability to endure, adapt, and continue growing amid change is the cornerstone of building a resilient organization. For the Company, every challenge encountered throughout the year has become an opportunity to strengthen its business fundamentals, enhance operational efficiency, foster innovation, and elevate service quality to create sustainable value for all stakeholders.

This spirit forms the foundation of the theme "Stronger Than Ever", reflecting the Company's determination not only to navigate industry dynamics with greater resilience but also to continuously strengthen its competitiveness through sound corporate governance, human capital development, a strong safety culture, and sustainable business practices. With an even stronger foundation, the Company remains confident in its ability to achieve sustainable growth and deliver long-term value to all stakeholders.

Kesinambungan Tema
Theme Continuity





2021

DRIVING GROWTH TOWARDS SUSTAINABILITY

Pemulihan ekonomi di sejumlah negara maju yang lebih cepat dari prakiraan menyebabkan permintaan dan harga komoditas global meningkat tajam sehingga semua sektor pengguna alat berat memacu volume produksi untuk memanfaatkan momentum.

Di sisi lain, pandemi COVID-19 masih menjadi tantangan besar dengan munculnya varian Delta yang lebih berbahaya di sepanjang tahun 2021 dan varian Omicron yang sangat cepat penyebarannya di awal tahun 2022. Sejumlah negara termasuk Indonesia kembali memberlakukan pembatasan kegiatan masyarakat yang berdampak langsung pada aktivitas usaha Hexindo.

Namun setiap tantangan adalah bagian dari dinamika usaha yang memotivasi kami untuk lebih baik lagi dalam menjaga nilai-nilai integritas dan profesionalisme. Kami terus berinovasi untuk memberikan pelayanan terbaik bagi pelanggan, senantiasa menerapkan praktik bisnis berwawasan lingkungan dan sosial, serta mendukung pencapaian tujuan pembangunan berkelanjutan.

Keberhasilan Hexindo meraih kinerja melampaui target menunjukkan bahwa kami telah menerapkan strategi yang tepat untuk mendorong pertumbuhan menuju keberlanjutan usaha jangka panjang.

The faster-than-expected economic recovery in developed countries caused global commodity demand and prices to rise sharply, resulting in all sectors of heavy equipment users spurring production volumes to take advantage of the momentum.

On the other hand, the COVID-19 pandemic is still a major challenge, with the emergence of the more dangerous Delta variant throughout 2021 and the Omicron variant, which spread very quickly in early 2022. As a result, many countries, including Indonesia, have again imposed restrictions on public activities that directly impacted Hexindo's business activities.

However, every challenge is part of the business dynamics that motivates us to perform better in maintaining the values of integrity and professionalism. Therefore, we continue to innovate to provide the best service for customers, consistently implement environmentally and socially sound business practices, and support the achievement of sustainable development goals.

Hexindo's success in achieving performance beyond the target shows that we have implemented the proper strategies to drive growth towards long-term business sustainability.

2022

CONTINUING SOLID RECOVERY

Pemulihan ekonomi global yang terus berlanjut dan konflik geopolitik yang berdampak pada disrupsi rantai pasok telah mengakibatkan kenaikan harga komoditas yang jauh melebihi perkiraan. Hal ini mendorong kenaikan permintaan alat berat terutama untuk sektor pertambangan dan agroindustri.

Kondisi pasar yang positif memberikan peluang bagi Hexindo untuk memacu pertumbuhan. Kami menjalin komunikasi proaktif dengan pelanggan untuk memahami kebutuhan mereka dan menawarkan solusi terbaik. Untuk mengatasi kekosongan stok unit baru, kami meningkatkan layanan remanufacturing dan refurbishment dengan dukungan tim technical support yang mumpuni.

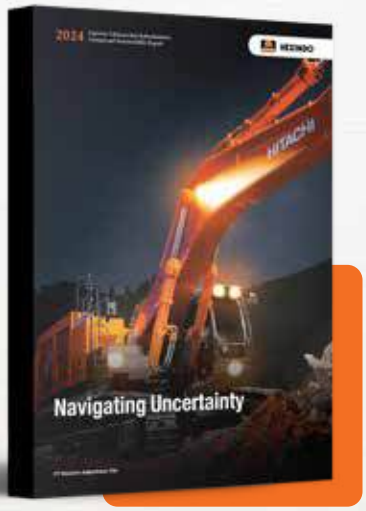
Keberhasilan Perseroan membukukan pencapaian kinerja yang kuat menunjukkan bahwa strategi bisnis yang kami terapkan berjalan dengan baik. Tahun buku 2022 menjadi momentum pemulihan yang solid untuk meraih pertumbuhan yang positif dan berkelanjutan.

The ongoing global economic recovery and geopolitical conflicts that impact supply chain disruptions resulted in a hike commodity price that far exceeded expectations. This has pushed heavy equipment demand, especially for the mining and agro-industrial sectors. Positive market conditions provided opportunities for Hexindo to spur growth. We established proactive communication with customers to understand their needs and offer the best solutions.

To overcome the stockout of new units, we improved our remanufacturing and repair services supported with qualified technical support teams.

The success of the Company in achieving strong performance shows that the business strategy that we implemented is going well. The fiscal year 2022 was a solid recovery momentum to achieve positive and sustainable growth.





2023
TOUGH

Penurunan harga komoditas global menyebabkan permintaan alat berat di sektor pertambangan melambat dan dinamika tahun politik menghadapi Pemilihan Umum berpengaruh pada permintaan di sektor konstruksi. Perseroan berupaya menjaga kesinambungan pertumbuhan melalui berbagai strategi bisnis yang inovatif dan efektif, serta efisiensi biaya di semua lini. Komitmen Perseroan adalah memberikan pelayanan terbaik dan reliable solutions bagi para pelanggan. Hasilnya, Perseroan mampu mencatatkan pertumbuhan laba bersih yang positif dan pangsa pasar yang meningkat.

The decline in the global commodity prices led to a slowdown in demand for heavy equipment in the mining sector, while the political dynamics facing the General Election impacted demand in the construction sector. The Company strives to maintain growth continuity through various innovative and effective business strategies, as well as cost efficiency in all lines. The Company's commitment is to provide the best service and reliable solutions to its customers. As a result, the Company was able to record positive net profit growth and increased market share.

2024
NAVIGATING UNCERTAINTY

Kondisi global yang penuh ketidakpastian dan dinamika kompleks berdampak signifikan pada berbagai sektor, termasuk industri alat berat. Fluktuasi ekonomi yang tidak menentu, gangguan rantai pasok global, serta persaingan yang semakin ketat menuntut perusahaan untuk dapat beradaptasi secara cepat dan tepat terhadap tekanan pasar. Kondisi ini mendorong Perseroan untuk meningkatkan fleksibilitas operasional, memperkuat layanan pelanggan, serta mengembangkan inovasi produk dan teknologi yang responsif terhadap kebutuhan pasar yang dinamis. Dengan ketangguhan dan komitmen yang kuat, Hexindo mampu mempertahankan kinerja positif di tengah ketidakpastian dan tantangan yang ada.

The global landscape, marked by uncertainty and complex dynamics, has significantly impacted various sectors, including the heavy equipment industry. Unpredictable economic fluctuations, disruptions in global supply chains, and intensifying competition have compelled companies to adapt swiftly and effectively to market pressures. These conditions have driven the Company to enhance operational flexibility, strengthen customer service, and develop innovative products and technologies that are responsive to the evolving needs of the market. Through resilience and a strong commitment, Hexindo has succeeded in maintaining positive performance amid prevailing uncertainties and challenges.

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Ikhtisar Kinerja

Performance Highlights

Ikhtisar Kinerja Keuangan
Financial Performance Highlights

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

dalam USD | in USD

Uraian	FY2025	FY2024	FY2023	FY2022	FY2021	Description
Penghasilan Neto	515.423.217	522.714.838	612.326.209	630.495.198	463.262.626	Net Revenues
Beban Pokok Penghasilan	(425.239.963)	(412.414.203)	(473.947.811)	(505.529.926)	(346.861.680)	Cost of Revenues
Laba Bruto	90.183.254	110.300.635	138.378.398	124.965.272	116.400.946	Gross Profit
Laba Usaha	27.648.992	47.138.143	77.214.295	70.125.867	70.820.772	Operating Profit
Laba Sebelum Pajak Penghasilan	20.552.106	40.025.936	71.421.276	66.347.491	70.863.889	Profit Before Income Tax
Laba Tahun Berjalan*	15.983.119	31.061.735	55.711.878	51.620.039	55.083.408	Net for the Year*
Penghasilan (Rugi) Komprehensif Lain, Setelah Pajak	(300.605)	(186.952)	(992.106)	(1.495.982)	778.928	Other Comprehensive Income (Loss) for the Year, Net of Tax
Total Penghasilan Komprehensif Tahun Berjalan*	15.682.514	30.874.783	54.719.772	50.124.057	55.862.336	Total Comprehensive Income for the Year*
Laba Neto per Saham Dasar	0,019	0,037	0,066	0,061	0,066	Basic Earnings Per Share

*) Perseroan tidak memiliki entitas anak; dengan demikian, tidak terdapat laba dan penghasilan yang dapat diatribusikan kepada kepentingan non pengendali.
*) The Company does not have any subsidiary entities; accordingly, there are no profits and income attributable to non-controlling interests.

Posisi Keuangan
Financial Position

dalam USD | in USD

Uraian	FY2025	FY2024	FY2023	FY2022	FY2021	Description
Aset Lancar	356.413.660	395.100.949	343.007.074	403.743.683	260.976.764	Current Assets
Aset Tidak Lancar	50.618.825	61.859.161	66.424.447	59.588.647	43.671.232	Non-Current Assets
Jumlah Asset	407.032.485	456.960.110	409.431.521	463.332.330	304.647.996	Total Assets
Liabilitas Jangka Pendek	221.698.473	267.951.014	215.255.933	284.201.001	133.011.436	Current Liabilities
Liabilitas Jangka Panjang	20.333.892	17.948.090	14.991.050	13.370.532	11.933.094	Non-Current Liabilities
Jumlah Liabilitas	242.032.365	285.899.104	230.246.983	297.571.533	144.944.530	Total Liabilities
Jumlah Ekuitas	165.000.120	171.061.006	179.184.538	165.760.797	159.703.466	Total Equity
Jumlah Liabilitas dan Ekuitas	407.032.485	456.960.110	409.431.521	463.332.330	304.647.996	Total Liabilities and Equity

Arus Kas
Cash Flows

dalam USD | in USD

Uraian	FY2025	FY2024	FY2023	FY2022	FY2021	Description
Kas Neto yang Diperoleh dari (Digunakan untuk) Aktivitas Operasi	103.444.891	23.585.753	41.156.805	(31.254.234)	51.534.804	Net Cash Provided by (Used in) Operating Activities
Kas Neto yang Digunakan untuk Aktivitas Investasi	(2.176.570)	(5.640.011)	(1.797.923)	(5.019.894)	(1.248.378)	Net Cash Used in Investing Activities
Kas Neto yang Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan	(103.937.598)	(17.010.693)	(47.783.279)	47.370.106	(69.628.788)	Net Cash Provided by (Used in) Financing Activities
Kenaikan (Penurunan) Neto Kas dan Bank	(2.669.277)	935.049	(8.424.397)	11.095.978	(19.342.362)	Net Increase (Decrease) in Cash on Hand and in Banks
Dampak Neto Perubahan Nilai Tukar atas Kas dan Bank	(330.070)	(541.543)	(849.325)	(797.164)	(235.273)	Net Effect of Changes in Exchange Rates on Cash on Hand and in Banks
Kas dan Bank Awal Tahun	17.802.237	17.408.731	26.682.453	16.383.639	35.961.274	Cash on Hand and in Banks at Beginning of Year
Kas dan Bank Akhir Tahun	14.802.890	17.802.237	17.408.731	26.682.453	16.383.639	Cash on Hand and in Banks at End of Year

Rasio Keuangan
Financial Ratios

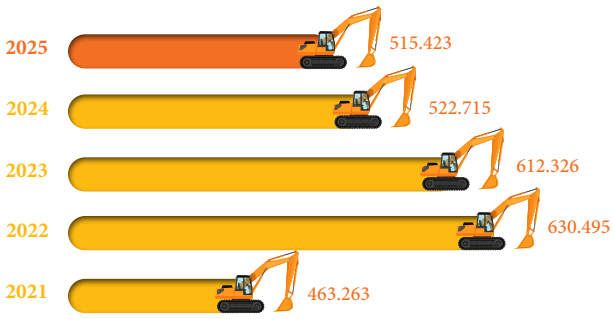
dalam % | in %

Uraian	FY2025	FY2024	FY2023	FY2022	FY2021	Description
Margin Laba Bruto	17,5	21,1	22,6	19,8	25,1	Gross Profit Margin
Margin Laba Usaha	5,4	9,0	12,6	11,1	15,3	Operating Profit Margin
Margin Laba Bersih	3,1	5,9	9,1	8,2	11,9	Net Profit Margin
Tingkat Pengembalian Aset	3,9	6,8	13,6	11,1	18,1	Return on Assets
Tingkat Pengembalian Ekuitas	9,7	18,2	31,1	31,1	34,5	Return on Equity
Liabilitas terhadap Aset	59,5	62,6	56,2	64,2	47,6	Debt to Assets
Liabilitas terhadap Ekuitas	146,7	167,1	128,5	179,5	90,8	Debt to Equity
Rasio Lancar	160,8	147,5	159,3	142,1	196,2	Current Ratio
Rasio Kas	6,7	6,6	8,1	9,4	12,3	Cash Ratio
Rasio Cepat	59,4	64,9	61,7	64,2	94,8	Quick Ratio

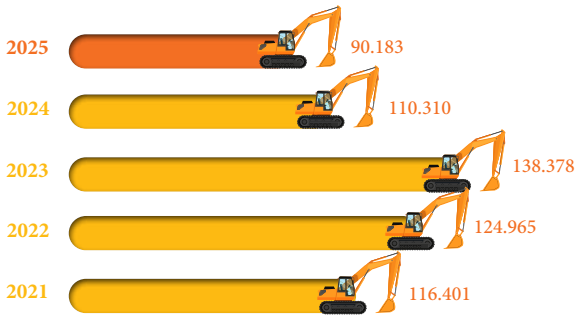
Grafik Kinerja Keuangan
Financial Performance Charts

dalam jutaan Rupiah, kecuali dinyatakan lain
in million Rupiah, unless otherwise stated

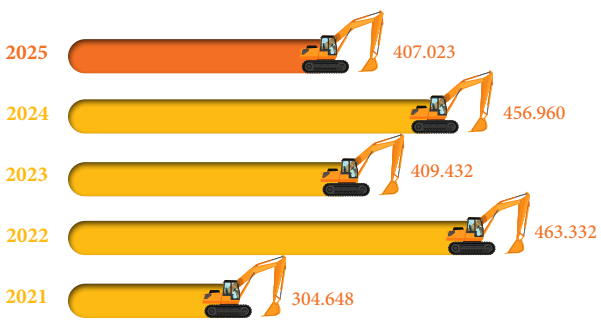
Penghasilan Neto
Net Revenues



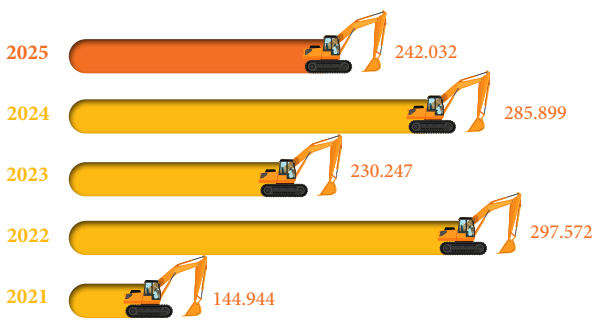
Laba Bruto
Gross Profit



Jumlah Aset
Total Assets



Jumlah Liabilitas
Total Liabilities

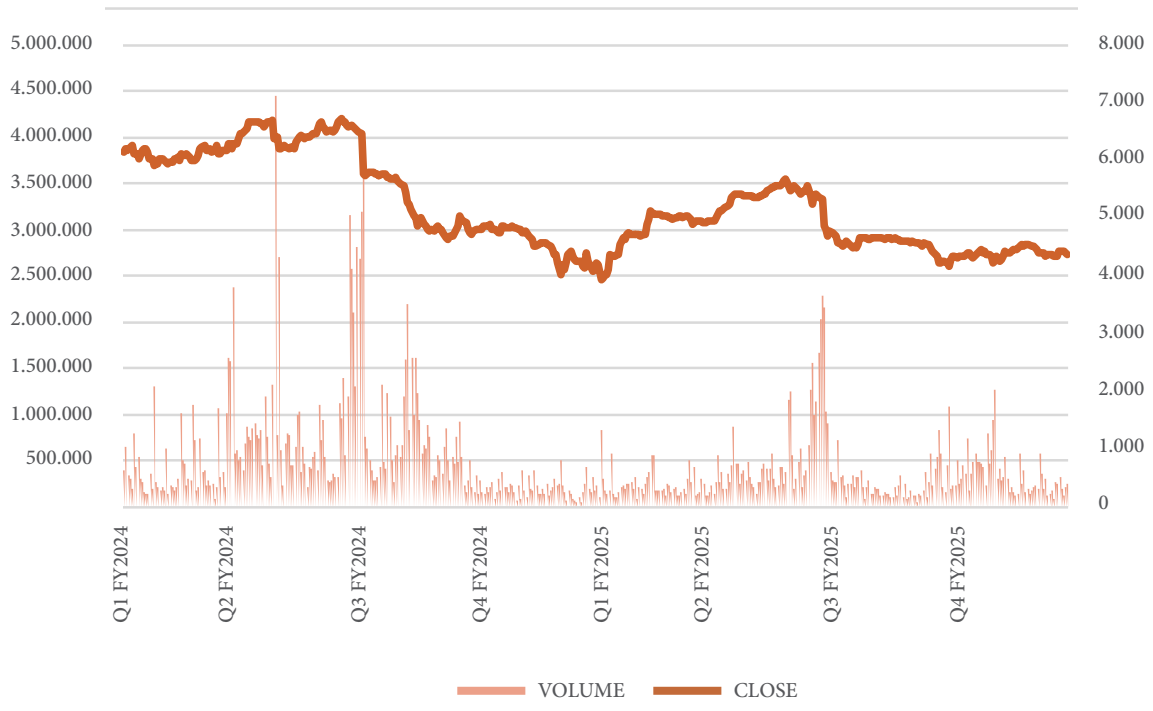


Ikhtisar Saham
Stock Highlights

Informasi Perdagangan Saham Triwulanan HEXA (FY2024-FY2025)
HEXA Quarterly Stock Trading Information (FY2024-FY2025)

Periode Period	Harga Saham/Lembar (Rp) Stock Price per Share (Rp)				Jumlah Saham Beredar (Lembar) Total Outstanding Shares (Shares)	Volume Perdagangan (Lembar) Trading Volume (Shares)	Kapitalisasi Pasar (Rp) Market Capitalization (Rp)
	Pembukaan Opening	Tertinggi Highest	Terendah Lowest	Penutupan Closing			
FY2025 (1 April 2025 - 31 Maret 2026 | April 1, 2025 - March 31, 2026)							
Q1	4.200	5.200	3.920	4.950	840.000.000	12.625.500	4.158.000.000.000
Q2	4.950	5.700	4.670	4.770	840.000.000	35.675.600	4.006.800.000.000
Q3	4.770	4.770	4.140	4.300	840.000.000	16.852.700	3.612.000.000.000
Q4	4.300	4.550	4.080	4.360	840.000.000	19.197.600	3.662.400.000.000
FY2024 (1 April 2024 - 31 Maret 2025 | April 1, 2024 - March 31, 2025)							
Q1	6.250	6.300	5.875	6.175	840.000.000	20.538.900	5.187.000.000.000
Q2	6.200	6.800	5.975	6.525	840.000.000	61.052.200	5.481.000.000.000
Q3	6.525	6.550	4.580	4.810	840.000.000	47.917.100	4.040.400.000.000
Q4	4.810	4.950	4.000	4.210	840.000.000	11.883.600	3.536.400.000.000

Grafik Perdagangan Saham HEXA (FY2024-FY2025)
HEXA Stock Trading Chart (FY2024-FY2025)



AKSI KORPORASI

Sepanjang tahun buku 2025, Perseroan tidak melaksanakan aksi korporasi yang berdampak pada perubahan saham, seperti pemecahan saham, penggabungan saham, dividen saham, saham bonus, maupun perubahan nilai nominal saham. Selain itu, Perseroan juga tidak melakukan penerbitan Obligasi/Sukuk.

CORPORATE ACTIONS

Throughout the 2025 financial year, the Company did not undertake any corporate actions that affected its shares, such as stock splits, reverse stock splits, stock dividends, bonus shares, or changes in the nominal value of shares. In addition, the Company did not issue any Bonds/Sukuk.

PENGHENTIAN SEMENTARA PERDAGANGAN SAHAM DAN/ATAU PENGHAPUSAN PENCATATAN SAHAM

Sepanjang tahun buku 2025, Perseroan tidak pernah dikenakan sanksi terkait perdagangan saham dari Bursa, baik berupa penghentian sementara perdagangan saham, maupun penghapusan pencatatan saham.

TEMPORARY SUSPENSION OF SHARE TRADING AND/OR DELISTING OF SHARES

Throughout the 2025 financial year, the Company was never subject to any sanctions related to share trading imposed by the Stock Exchange, including temporary suspension of share trading or delisting of shares.

Kilas Peristiwa
Event Highlights

April | April

Peluncuran Aplikasi HSA Mobile

Pada 26 April 2025, PT Hexindo Adiperkasa Tbk meluncurkan Hexindo Smart Assistant (*Mobile Apps*) sebagai platform digital untuk memudahkan customer mengakses informasi unit, *spare parts*, layanan servis, status transaksi, promo, serta komunikasi dengan tim Hexindo secara cepat dan efisien.

Launching HSA Mobile Apps

April 26, 2025 – PT Hexindo Adiperkasa Tbk launched the Hexindo Smart Assistant mobile application, a digital platform designed to enable customers to access information on equipment units, spare parts, service support, transaction status, promotions, and communication with the Hexindo team quickly and efficiently.



Agustus | August

Peluncuran Produk Baru ConSite Genuine Coolant 30%

Pada 6 Agustus 2025, Perusahaan meluncurkan ConSite Genuine Coolant 30% sebagai solusi pendingin *engine* sesuai standar performa unit. Produk ini berfungsi menjaga suhu kerja mesin dan mencegah korosi pada sistem pendingin. Varian 30% memenuhi standar JIS K2234 dan dirancang untuk *engine* Jepang seperti Hitachi ZX Series.

Launching New Product ConSite Genuine Coolant 30%

August 6, 2025 – The Company launched ConSite Genuine Coolant 30% as an engine cooling solution that meets equipment performance standards. The product is designed to maintain optimal engine operating temperatures and prevent corrosion within the cooling system. The 30% variant complies with JIS K2234 standards and is specifically developed for Japanese engines, including the Hitachi ZX Series.



September | September

Peluncuran ZX550LC-7G, ZX350LC-7G Material Handling, dan Foton EV

Pada 11 September 2025, PT Hexindo Adiperkasa Tbk meluncurkan tiga produk unggulan, yaitu Hitachi ZX550LC-7G, Hitachi ZX350LC-7G Material Handling, dan Foton EV 8x4 dalam ajang Construction & Mining Indonesia 2025 di JIEXpo, Kemayoran, sebagai upaya memenuhi kebutuhan industri alat berat di Indonesia.

Launching ZX550LC-7G, ZX350LC-7G Material Handling, and Foton EV

September 11, 2025 – PT Hexindo Adiperkasa Tbk introduced three flagship products—Hitachi ZX550LC-7G, Hitachi ZX350LC-7G Material Handling, and the Foton EV 8x4—at Construction & Mining Indonesia 2025 held at JIExpo Kemayoran, as part of its efforts to meet the needs of Indonesia's heavy equipment industry.



Rapat Umum Pemegang Saham Tahunan dan Paparan Publik

Perseroan menyelenggarakan Rapat Umum Pemegang Saham Tahunan pada 16 September 2025 di Kantor Pusat Perseroan, Jakarta. Pada hari yang sama, Perseroan juga menggelar Paparan Publik bagi investor dan media.

Annual General Meeting of Shareholders and Public Expose

The Company held its Annual General Meeting of Shareholders on 16 September 2025 at the Company's Head Office in Jakarta. On the same day, the Company also conducted a Public Expose for investors and the media.



Oktober | October

Kegiatan *Mining Customer Gathering*

Pada 16 Oktober 2025, PT Hexindo Adiperkasa Tbk menyelenggarakan *Mining Customer Gathering* di Balikpapan sebagai ajang mempererat hubungan dengan pelanggan sekaligus memperkenalkan produk dan layanan purna jual unggulan.

Mining Customer Gathering

October 16, 2025 – PT Hexindo Adiperkasa Tbk hosted a Mining Customer Gathering in Balikpapan to strengthen relationships with customers while showcasing its flagship products and after-sales services.



Desember | December

Memperkenalkan TIANLI Tire ke *Customer*

Pada 15 Desember 2025, Hexindo memperkenalkan kerja sama dengan TIANLI dalam *Customer Gathering* sebagai solusi ban kendaraan operasional. Produk ini tidak hanya untuk FOTON Truck, tetapi juga dapat digunakan pada berbagai jenis truk sesuai spesifikasi yang dibutuhkan.

Introducing TIANLI Tires to Customers

December 15, 2025 – Hexindo introduced its partnership with TIANLI during a Customer Gathering event as a solution for operational vehicle tires. The products are suitable not only for FOTON trucks but also for various types of trucks based on the required specifications.



PS Awards Semester I Tahun Buku 2025

Pada 11–12 Desember 2025, PT Hexindo Adiperkasa Tbk menyelenggarakan *Product Support Award* Semester I FY2025 sebagai bentuk apresiasi atas kinerja tim Product Support, serta *Annual Meeting* Semester II FY2025 untuk evaluasi dan penyelarasan strategi perusahaan.

PS Award Semester I FY2025

December 11–12, 2025 – PT Hexindo Adiperkasa Tbk held the Product Support Award for the First Semester of FY2025 to recognize the achievements of its Product Support team, as well as the Annual Meeting for the Second Semester of FY2025 to evaluate performance and align the Company's strategic direction.



Januari 2026 | January 2026

Peluncuran Produk Baru ConSite Genuine Coolant 50%

Pada 20 Januari 2026, Perusahaan meluncurkan ConSite Genuine Coolant 50% sebagai solusi pendingin *engine* sesuai standar performa unit. Produk ini menjaga suhu kerja mesin dan membantu mencegah korosi pada sistem pendingin. Varian 50% memenuhi spesifikasi OEM seperti Cummins, MTU, Deutz, dan lainnya.

Launching New Product ConSite Genuine Coolant 50%

January 20, 2026 – The Company launched ConSite Genuine Coolant 50% as an engine cooling solution that meets equipment performance standards. The product helps maintain optimal engine operating temperatures and prevent corrosion in cooling systems. The 50% variant complies with OEM specifications, including those of Cummins, MTU, Deutz, and other manufacturers.



Kegiatan *Parts Customer Gathering*

Pada 20 Januari 2026, PT Hexindo Adiperkasa Tbk menyelenggarakan *Parts Customer Gathering* di Jambi dengan menghadirkan lebih dari 70 *customer*, sekaligus memperkenalkan produk dan layanan purna jual, termasuk ConSite Genuine Coolant.

Parts Customer Gathering

January 20, 2026 – PT Hexindo Adiperkasa Tbk held a Parts Customer Gathering in Jambi, attended by more than 70 customers. The event also served as a platform to introduce the Company's products and after-sales services, including ConSite Genuine Coolant.





Penghargaan dan Sertifikasi
Awards and Certifications

Penghargaan | Awards



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk meraih Penghargaan Predikat Hijau pada Mitra Kerja *Award* 2024 atas prestasi kinerja dalam pengelolaan keselamatan, kesehatan kerja, dan lingkungan pada bidang perawatan dan perbaikan peralatan pertambangan di area kerja Sims Jaya Kaltim. PT Hexindo Adiperkasa Tbk received the Green Rating Award at the Partner Award 2024 in recognition of its outstanding performance in managing occupational safety, health, and environmental practices in mining equipment maintenance and repair operations at the Sims Jaya Kaltim work area.
Tanggal Date	18 Februari 2025 February 18, 2025
Pemberi Penghargaan Issuer	PT Sims Jaya Kaltim



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk kembali menorehkan prestasi di bidang kepatuhan dengan meraih penghargaan tertinggi (Sapphire) pada Indonesia Regulatory Compliance Awards 2025 (IRCA 2025), sebagai *Best Enterprise in Regulatory Compliance* kategori *Trade (Wholesale & Retail)*. Penghargaan ini merupakan bukti komitmen perusahaan dalam menerapkan budaya kepatuhan dan tata kelola perusahaan yang baik. PT Hexindo Adiperkasa Tbk has once again made an achievement in the field of compliance by winning the highest award (Sapphire) at the Indonesia Regulatory Compliance Awards 2025 (IRCA 2025), as the Best Enterprise in Regulatory Compliance in the Trade (Wholesale & Retail) category. This award proofed the company's commitment to implementing a culture of compliance and good corporate governance.
Tanggal Date	9 Mei 2025 May 9, 2025
Pemberi Penghargaan Issuer	Hukumonline Indonesia Regulatory Compliance Awards 2025 (IRCA 2025)



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk meraih penghargaan atas pencapaian 524.553 jam kerja tanpa kecelakaan yang mengakibatkan kehilangan waktu kerja (*Lost Time Injury*/LTI), sebagai wujud komitmen perusahaan dalam menerapkan standar keselamatan dan kesehatan kerja secara konsisten. PT Hexindo Adiperkasa Tbk received an award for achieving 524,553 Lost Time Injury (LTI)-free manhours, reflecting the Company's commitment to consistently maintaining high occupational safety and health standards.
Tanggal Date	24 Mei 2025 May 24, 2025
Pemberi Penghargaan Issuer	PT Darma Henwa Tbk – Bengalon Coal Project



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk meraih penghargaan atas pencapaian *Safety Accountability* terbaik pada periode Juni 2025 sebagai bentuk apresiasi atas komitmen perusahaan dalam menerapkan budaya keselamatan kerja secara konsisten. PT Hexindo Adiperkasa Tbk received an award for achieving the best Safety Accountability performance in June 2025, recognizing the Company's commitment to consistently fostering a strong safety culture.
Tanggal Date	Juni 2025 June 2025
Pemberi Penghargaan Issuer	PT Darma Henwa Tbk – Bengalon Coal Project



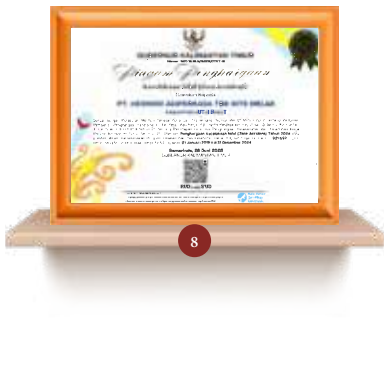
Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk *Site* Adaro Tabalong meraih penghargaan K3 *Zero Accident Award* 2024 - 2025 sebagai bentuk apresiasi atas komitmen dan konsistensi perusahaan dalam menjaga standar keselamatan dan kesehatan kerja (K3) di seluruh aktivitas operasionalnya. PT Hexindo Adiperkasa Tbk's Adaro Tabalong Site received the Occupational Health and Safety (OHS) Zero Accident Award 2024–2025 in recognition of the Company's commitment and consistency in maintaining occupational health and safety standards across all operational activities.
Tanggal Date	Juni 2025 June 2025
Pemberi Penghargaan Issuer	Pemerintah Provinsi Kalimantan Selatan South Kalimantan Provincial Government



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk – Balikpapan meraih Peringkat Biru dalam Program Penilaian Kinerja dalam Pengelolaan Lingkungan Hidup Provinsi Kalimantan Timur Periode 2024–2025 sebagai pengakuan atas kepatuhan dan komitmen perusahaan dalam pengelolaan lingkungan hidup yang berkelanjutan. PT Hexindo Adiperkasa Tbk – Balikpapan received the Blue Rating in the East Kalimantan Environmental Performance Assessment Program 2024–2025 in recognition of the Company's compliance and commitment to sustainable environmental management practices.
Tanggal Date	23 Juni 2025 June 23, 2025
Pemberi Penghargaan Issuer	DLH Provinsi Kalimantan Timur East Kalimantan Provincial Environmental Agency



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk meraih penghargaan atas keberhasilannya mempertahankan kinerja *Zero Accident* KPLH di area operasional PT Saptaindra Sejati selama periode tahun 2025, yang mencerminkan komitmen perusahaan dalam menerapkan standar keselamatan kerja dan perlindungan lingkungan secara konsisten. PT Hexindo Adiperkasa Tbk received an award for successfully maintaining Zero Accident KPLH performance in PT Saptaindra Sejati's operational area throughout 2025, reflecting the Company's commitment to consistently implementing occupational safety and environmental protection standards.
Tanggal Date	2025
Pemberi Penghargaan Issuer	PT Saptaindra Sejati ADMO Jobsite (AlamTri Geo)



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk *Site* Melak, Kabupaten Kutai Barat meraih Penghargaan Kecelakaan Nihil (*Zero Accident*) Tahun 2024 atas keberhasilannya mencatat 921.697 jam kerja tanpa kecelakaan kerja selama periode 1 Januari 2019 hingga 31 Desember 2024. PT Hexindo Adiperkasa Tbk Melak Site, West Kutai Regency, received the 2024 Zero Accident Award for successfully achieving 921,697 work hours without a workplace accident during the period from January 1, 2019 to December 31, 2024.
Tanggal Date	26 Juni 2025 June 26, 2025
Pemberi Penghargaan Issuer	Disnaker Provinsi Kalimantan Timur East Kalimantan Provincial Manpower Office



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk *Site* Bengalon Project meraih Penghargaan Kecelakaan Nihil (*Zero Accident*) Tahun 2024 atas keberhasilannya mencatat 524.553 jam kerja tanpa kecelakaan kerja selama periode 1 Agustus 2021 hingga 31 Desember 2024. PT Hexindo Adiperkasa Tbk Bengalon Project Site received the 2024 Zero Accident Award for successfully achieving 524,553 work hours without a workplace accident during the period from August 1, 2021 to December 31, 2024.
Tanggal Date	26 Juni 2025 June 26, 2025
Pemberi Penghargaan Issuer	Disnaker Provinsi Kalimantan Timur East Kalimantan Provincial Manpower Office



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk *Site* Kabupaten Paser meraih penghargaan kategori Platinum atas keberhasilannya dalam melaksanakan Program Pencegahan dan Penanggulangan HIV & AIDS di Tempat Kerja sebagai bentuk komitmen perusahaan dalam menciptakan lingkungan kerja yang sehat, aman, dan inklusif. PT Hexindo Adiperkasa Tbk's Paser Regency Site received the Platinum category award for its successful implementation of the Workplace HIV & AIDS Prevention and Control Program, reflecting the Company's commitment to fostering a healthy, safe, and inclusive work environment.
Tanggal Date	26 Juni 2025 June 26, 2025
Pemberi Penghargaan Issuer	Disnaker Provinsi Kalimantan Timur East Kalimantan Provincial Manpower Office



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk *Site* Kabupaten Paser meraih penghargaan kategori Platinum atas keberhasilannya dalam melaksanakan Program Penanggulangan Tuberkulosis di Tempat Kerja sebagai bentuk komitmen perusahaan dalam menciptakan lingkungan kerja yang sehat, aman, dan produktif. PT Hexindo Adiperkasa Tbk in Paser Regency Site received the Platinum category award for its successful implementation of the Workplace Tuberculosis Control Program, reflecting the Company's commitment to fostering a healthy, safe, and productive work environment.
Tanggal Date	26 Juni 2025 June 26, 2025
Pemberi Penghargaan Issuer	Disnaker Provinsi Kalimantan Timur East Kalimantan Provincial Manpower Office



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk *Site* Sangatta, Kabupaten Kutai Timur meraih penghargaan kategori Platinum atas keberhasilannya dalam melaksanakan Program Pencegahan dan Penanggulangan HIV & AIDS di Tempat Kerja sebagai bentuk komitmen perusahaan dalam menciptakan lingkungan kerja yang sehat, aman, dan inklusif. PT Hexindo Adiperkasa Tbk Sangatta Site, East Kutai Regency, received the Platinum category award for its successful implementation of the Workplace HIV & AIDS Prevention and Control Program, reflecting the Company's commitment to fostering a healthy, safe, and inclusive work environment.
Tanggal Date	26 Juni 2025 June 26, 2025
Pemberi Penghargaan Issuer	Disnaker Provinsi Kalimantan Timur East Kalimantan Provincial Manpower Office



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk *Site* Sangatta, Kabupaten Kutai Timur meraih penghargaan kategori Platinum atas keberhasilannya dalam melaksanakan Program Penanggulangan Tuberkulosis di Tempat Kerja sebagai bentuk komitmen perusahaan dalam menciptakan lingkungan kerja yang sehat, aman, dan produktif. PT Hexindo Adiperkasa Tbk Sangatta Site, East Kutai Regency, received the Platinum category award for its successful implementation of the Workplace Tuberculosis Control Program, reflecting the Company's commitment to fostering a healthy, safe, and productive work environment.
Tanggal Date	26 Juni 2025 June 26, 2025
Pemberi Penghargaan Issuer	Disnaker Provinsi Kalimantan Timur East Kalimantan Provincial Manpower Office



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk *Site* Sangatta, Kabupaten Kutai Timur meraih Penghargaan Kecelakaan Nihil (*Zero Accident*) Tahun 2024 atas keberhasilannya mencatat 3.052.902 jam kerja tanpa kecelakaan kerja selama periode 22 Oktober 2020 hingga 31 Desember 2024. PT Hexindo Adiperkasa Tbk Sangatta Site, East Kutai Regency, received the 2024 Zero Accident Award for successfully achieving 3,052,902 work hours without a workplace accident during the period from October 22, 2020 to December 31, 2024.
Tanggal Date	26 Juni 2025 June 26, 2025
Pemberi Penghargaan Issuer	Disnaker Provinsi Kalimantan Timur East Kalimantan Provincial Manpower Office



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Kota Balikpapan meraih penghargaan kategori Platinum atas keberhasilannya dalam melaksanakan Program Pencegahan dan Penanggulangan HIV & AIDS di Tempat Kerja sebagai bentuk komitmen perusahaan dalam menciptakan lingkungan kerja yang sehat, aman, dan inklusif. PT Hexindo Adiperkasa in Balikpapan City received the Platinum category award for its successful implementation of the Workplace HIV & AIDS Prevention and Control Program, reflecting the Company's commitment to fostering a healthy, safe, and inclusive work environment.
Tanggal Date	26 Juni 2025 June 26, 2025
Pemberi Penghargaan Issuer	Disnaker Provinsi Kalimantan Timur East Kalimantan Provincial Manpower Office



Deskripsi Penghargaan Award Description	Perwakilan dari Departemen Reman Balikpapan (tim Reman 2) meraih *Excellence Prize* di *Small Group Activity Convention Event 2025*. Representatives from the Reman Department Balikpapan (Reman Team 2) received the Excellence Prize at the Small Group Activity Convention Event 2025.
Tanggal Date	6-7 November 2025 November 6-7, 2025
Pemberi Penghargaan Issuer	HCM Group



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk kembali menorehkan prestasi membanggakan dengan meraih Penghargaan K3 Provinsi Kalimantan Timur Tahun 2025. Penghargaan ini mencakup beberapa kategori, termasuk *Zero Accident* (ZA), P2HIV, dan P2TB, sebagai bentuk pengakuan atas konsistensi perusahaan dalam menjaga keselamatan, kesehatan, dan produktivitas kerja. PT Hexindo Adiperkasa Tbk once again achieved a significant milestone by receiving the 2025 East Kalimantan Occupational Health and Safety (OHS) Award. The award covered several categories, including Zero Accident (ZA), HIV/AIDS Prevention and Control (P2HIV), and Tuberculosis Prevention and Control (P2TB), recognizing the Company's consistent efforts to maintain workplace safety, employee health, and productivity.
Tanggal Date	11 November 2025 November 11, 2025
Pemberi Penghargaan Issuer	Provinsi Kalimantan Timur East Kalimantan Provincial



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk meraih Penghargaan Paramakarya 2025 sebagai pengakuan atas keberhasilan dalam penerapan sistem manajemen peningkatan produktivitas. PT Hexindo Adiperkasa Tbk received the 2025 Paramakarya Award in recognition of its successful implementation of a productivity improvement management system.
Tanggal Date	25 November 2025 November 25, 2025
Pemberi Penghargaan Issuer	Kementerian Ketenagakerjaan Republik Indonesia (Kemnaker RI) Ministry of Manpower of the Republic of Indonesia (Kemnaker RI)



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk meraih penghargaan *Best Maintenance Subcontractor* atas pencapaian kinerja keselamatan terbaik (*Best Safety Performance*) selama tahun 2025. PT Hexindo Adiperkasa Tbk received the Best Maintenance Subcontractor award in recognition of its outstanding safety performance throughout 2025.
Tanggal Date	Januari 2026 January 2026
Pemberi Penghargaan Issuer	KPP Mining



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk meraih Penghargaan Program Pencegahan dan Penanggulangan HIV/AIDS di Tempat Kerja Tahun 2025 dengan predikat Platinum untuk Site Balikpapan, Kideco, dan Samarinda sebagai pengakuan atas keberhasilan perusahaan dalam menerapkan program pencegahan dan penanggulangan HIV/AIDS di lingkungan kerja. PT Hexindo Adiperkasa Tbk received the 2025 Workplace HIV/AIDS Prevention and Control Program Award with a Platinum rating for the Balikpapan, Kideco, and Samarinda Sites in recognition of the Company's successful implementation of HIV/AIDS prevention and control programs in the workplace.
Tanggal Date	11 Februari 2026 February 11, 2026
Pemberi Penghargaan Issuer	Kementerian Ketenagakerjaan Republik Indonesia Ministry of Manpower of the Republic of Indonesia



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk meraih Penghargaan Program Pencegahan dan Penanggulangan HIV/AIDS di Tempat Kerja Tahun 2025 dengan predikat Gold untuk *Site* Sangatta sebagai bentuk apresiasi atas komitmen perusahaan dalam menjalankan program pencegahan dan penanggulangan HIV/AIDS di lingkungan kerja. PT Hexindo Adiperkasa Tbk received the 2025 Workplace HIV/AIDS Prevention and Control Program Award with a Gold rating for the Sangatta Site in recognition of the Company's commitment to implementing HIV/AIDS prevention and control programs in the workplace.
Tanggal Date	11 Februari 2026 February 11, 2026
Pemberi Penghargaan Issuer	Kementerian Ketenagakerjaan Republik Indonesia Ministry of Manpower of the Republic of Indonesia



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk meraih *President Director Award* Kategori Emas sebagai bentuk apresiasi atas partisipasi dan pencapaian luar biasa yang ditunjukkan dalam kegiatan *President Award* Periode Tahun 2025. PT Hexindo Adiperkasa Tbk received the President Director Award – Gold Category in recognition of its outstanding participation and achievements demonstrated during the 2025 President Award program.
Tanggal Date	12 Februari 2026 February 12, 2026
Pemberi Penghargaan Issuer	PT Kideco Jaya Agung



Deskripsi Penghargaan Award Description	PT Hexindo Adiperkasa Tbk meraih Juara 2 kategori Mitra Kerja Terbaik pada Bulan K3 Nasional BUMA–Adaro Tahun 2025 sebagai pengakuan atas komitmen perusahaan dalam menerapkan budaya keselamatan kerja dan membangun kemitraan yang unggul. PT Hexindo Adiperkasa Tbk earned 2nd Place in the Best Business Partner category at the BUMA–Adaro National Occupational Health and Safety Month 2025 in recognition of its commitment to promoting a strong safety culture and fostering excellent partnership practices.
Tanggal Date	19 Februari 2026 February 19, 2026
Pemberi Penghargaan Issuer	PT Bukit Makmur Mandiri Utama (BUMA) – Jobsite Adaro

Sertifikasi | Certification



Deskripsi Sertifikasi Certification Description	ISO 9001:2015 - Sistem Manajemen Mutu Lingkup: Penjualan dan distribusi alat berat dan jasa pertambangan pada Kantor Pusat dan Cabang Jakarta, serta Jasa Pertambangan, *Product Support*, dan *Remanufacturing* Balikpapan. ISO 9001:2015 - Quality Management System Scope: Sales and distribution of heavy equipment and mining services at the Head Office and Jakarta Branch, as well as Mining Services, Product Support, and Remanufacturing at the Balikpapan.
Masa Berlaku Validity Period	22 Februari 2024 - 10 Januari 2027 February 22, 2024 - January 10, 2027
Pemberi Sertifikasi Issuer	SGS



Deskripsi Sertifikasi Certification Description	ISO 14001:2015 - Sistem Manajemen Lingkungan Lingkup: Penjualan dan distribusi alat berat dan jasa pertambangan pada Kantor Pusat, Cabang, Jakarta, Cabang Balikpapan, *Product Support* dan *Remanufacturing* Balikpapan. ISO 14001:2015 - Environmental Management System Scope: Sales and distribution of heavy equipment and mining services at the Head Office, Jakarta Branch, and Balikpapan Branch, including Product Support and Remanufacturing in Balikpapan.
Masa Berlaku Validity Period	11 Februari 2025 - 1 Februari 2028 February 11, 2025 - February 1, 2028
Pemberi Sertifikasi Issuer	SGS



Deskripsi Sertifikasi Certification Description	ISO 45001:2018 - Sistem Manajemen K3 Lingkup: Penjualan dan distribusi alat berat dan jasa pertambangan pada Kantor Pusat dan Cabang Jakarta, serta Jasa Pertambangan, *Product Support*, dan *Remanufacturing* pada Cabang Balikpapan. ISO 45001:2018 - OHS Management System Scope: Sales and distribution of heavy equipment and mining services at the Head Office and Jakarta Branch, as well as Mining Services, Product Support, and Remanufacturing at the Balikpapan Branch.
Masa Berlaku Validity Period	13 Februari 2025 - 11 Februari 2028 February 13, 2025 - February 11, 2028
Pemberi Sertifikasi Issuer	SGS



Deskripsi Sertifikasi Certification Description	Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) - Emas Lingkup: Penjualan alat berat merk Hitachi dan Bell, penyediaan suku cadang, dukungan *service* dan kontrak pemeliharaan penuh - Wilayah Kerja Kantor Pusat dan Kantor Balikpapan. Occupational Health and Safety Management System (SMK3) - Gold Scope: Sales of Hitachi and Bell brand heavy equipment, provision of spare parts, service support, and full maintenance contracts - Head Office and Balikpapan Office Coverage
Masa Berlaku Validity Period	6 Oktober 2025 - 6 Oktober 2028 October 6, 2025 - October 6, 2028
Pemberi Sertifikasi Issuer	KEMNAKER RI Ministry of Manpower of Indonesia





Laporan Manajemen

Management Report



Laporan Dewan Komisaris
Board of Commissioners Report

Toto Wahyudiyanto

Presiden Komisaris (Komisaris Independen)
President Commissioner (Independent Commissioner)

"Kinerja Direksi sepanjang 2025 menunjukkan kemampuan Perseroan untuk bertumbuh di tengah tantangan pasar melalui strategi yang adaptif, eksekusi yang efektif, dan fokus pada penciptaan nilai yang berkelanjutan."

"The Board of Directors' performance throughout 2025 demonstrated the Company's ability to grow amid challenging market conditions through adaptive strategies, effective execution, and a strong focus on creating sustainable value."

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,
Dear Shareholders and Stakeholders,

Dari sudut pandang Dewan Komisaris, tahun buku 2025 adalah tahun yang menegaskan kematangan dan ketangguhan Perseroan dalam menavigasi pasar yang menantang. Di tengah permintaan alat berat nasional yang melandai dan tekanan margin yang menekan seluruh pelaku industri, Direksi berhasil menjaga Perseroan tetap tumbuh secara volume, memperkuat posisi pasar, dan mempertahankan arus kas serta neraca yang sehat, sekaligus melaksanakan transisi kepemimpinan dan agenda diversifikasi produk secara terarah. Dewan Komisaris menilai capaian ini sebagai cerminan tata kelola dan kepemimpinan yang responsif, dan memandang tahun ini sebagai fondasi yang kokoh bagi pertumbuhan berkelanjutan Perseroan ke depan.

From the Board of Commissioners' perspective, the fiscal year 2025 demonstrated the Company's maturity and resilience in navigating a challenging market environment. Amid slowing demand for heavy equipment in Indonesia and margin pressure across the industry, the Board of Directors successfully maintained sales volume growth, strengthened the Company's market position, preserved healthy cash flow and a sound balance sheet, while also carrying out a smooth leadership transition and advancing its product diversification strategy. The Board of Commissioners considers these achievements to reflect responsive leadership and sound corporate governance, and views the year as a solid foundation for the Company's sustainable growth in the years ahead.

TINJAUAN KINERJA DAN PENGAWASAN

Sepanjang tahun buku 2025, Dewan Komisaris menjalankan fungsi pengawasan dan pemberian nasihat atas jalannya pengurusan Perseroan oleh Direksi, sebagaimana diamanatkan dalam anggaran dasar dan peraturan perundang-undangan yang berlaku. Pengawasan dilakukan secara berkesinambungan melalui rapat Dewan Komisaris, rapat gabungan dengan Direksi, penelaahan laporan berkala kinerja operasional dan keuangan, serta pemberian arahan dan rekomendasi atas isu-

OVERVIEW OF PERFORMANCE AND SUPERVISORY

Throughout the fiscal year 2025, the Board of Commissioners carried out its supervision and advisory responsibilities over the management of the Company by the Board of Directors, in accordance with the Company's Articles of Association and the applicable laws and regulations. Supervision was conducted continuously through Board of Commissioners meetings, joint meetings with the Board of Directors, reviews of periodic operational and financial performance reports,

isu strategis. Dalam menjalankan fungsi ini, Dewan Komisaris dibantu oleh Komite Audit sebagai perpanjangan tangan pengawasan, khususnya dalam menelaah laporan keuangan, efektivitas pengendalian internal, dan proses manajemen risiko.

Dewan Komisaris terlibat aktif dalam mengawasi proses perumusan strategi yang dilakukan Direksi. Dewan Komisaris menelaah asumsi-asumsi yang mendasari Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun buku 2025, memberikan masukan atas arah strategis di tengah proyeksi pasar yang melemah, dan memastikan strategi yang ditetapkan realistis serta selaras dengan visi dan misi Perseroan. Dewan Komisaris menilai bahwa keputusan Direksi untuk menempuh strategi diversifikasi produk, perluasan sektor pengguna, dan penguatan layanan purnajual merupakan langkah yang tepat untuk mengurangi ketergantungan pada siklus komoditas.

Dewan Komisaris menilai kinerja Direksi dalam mengelola Perseroan pada tahun buku 2025 secara keseluruhan baik dan patut diapresiasi, dengan mempertimbangkan kondisi pasar yang tidak mudah. Dari sisi operasional, Direksi berhasil membukukan pertumbuhan volume penjualan unit sebesar 18,2% dan melampaui sasaran penjualan alat berat yang ditetapkan dalam RKAP, di saat pasar nasional justru diperkirakan terkontraksi. Keberhasilan penetrasi segmen agribisnis sebagai kontributor terbesar penjualan ekskavator menunjukkan bahwa strategi diversifikasi sektor pengguna telah dijalankan secara efektif.

Dari sisi keuangan, Dewan Komisaris mencatat bahwa penghasilan neto relatif terjaga, namun laba bersih berada di bawah sasaran RKAP akibat kompresi margin dan pergeseran bauran penjualan menuju unit baru serta melemahnya kontribusi suku cadang. Dewan Komisaris memandang hal ini sebagai konsekuensi wajar dari pilihan mempertahankan pertumbuhan volume dan pangsa pasar di tengah persaingan harga yang ketat, dan menekankan agar pemulihan margin menjadi prioritas perbaikan pada tahun-tahun berikutnya. Di sisi lain, Dewan Komisaris memberikan apresiasi khusus atas lonjakan arus kas dari aktivitas operasi yang meningkat lebih dari empat kali lipat, serta struktur permodalan yang tetap sehat sebagai bukti bahwa Direksi mengelola likuiditas dan modal kerja secara disiplin. Secara umum, Dewan Komisaris menilai Direksi telah menjalankan pengelolaan Perseroan dengan penuh tanggung jawab, hati-hati, dan berorientasi pada keberlanjutan.

and the provision of guidance and recommendations on strategic matters. In performing these duties, the Board of Commissioners was supported by the Audit Committee, particularly in reviewing the financial statements, evaluating the effectiveness of internal controls, and overseeing the Company's risk management processes.

The Board of Commissioners was actively involved in overseeing the formulation of the Company's strategy by the Board of Directors. It reviewed the key assumptions underlying the 2025 Annual Work Plan and Budget, provided input on the Company's strategic direction amid a weakening market outlook, and ensured that the adopted strategy was realistic and aligned with the Company's vision and mission. The Board considers the Board of Directors' decision to pursue product diversification, expand into new customer sectors, and strengthen after-sales services to be the right approach for reducing the Company's dependence on commodity cycles.

Overall, the Board of Commissioners believes that the Board of Directors performed well in managing the Company during financial year 2025, particularly given the challenging market conditions. Operationally, the Company recorded an 18.2% increase in unit sales volume and exceeded the heavy equipment sales target set out in the Annual Work Plan and Budget, despite expectations of a contraction in the national market. The successful expansion into the agribusiness sector, which became the largest contributor to excavator sales, demonstrated the effective implementation of the Company's customer sector diversification strategy.

From a financial perspective, the Board of Commissioners noted that net revenue remained relatively stable, while net profit fell below the target set in the Annual Work Plan and Budget due to margin compression, a shift in the sales mix toward new equipment, and lower contributions from spare parts sales. The Board considers this to be a reasonable consequence of the Company's decision to prioritize sales volume growth and market share in an increasingly competitive pricing environment, while emphasizing that improving profitability should remain a key priority in the coming years. On the other hand, the Board highly appreciates the more than fourfold increase in cash flows from operating activities and the Company's continued healthy capital structure, reflecting disciplined liquidity and working capital management by the Board of Directors. Overall, the Board believes that the Board of Directors managed the Company responsibly, prudently, and with a strong focus on long-term sustainability.





PANDANGAN ATAS PROSPEK USAHA

Dewan Komisaris telah menelaah prospek usaha yang disusun oleh Direksi dan pada dasarnya sependapat dengan pandangan tersebut. Prospek yang disusun Direksi bertumpu pada indikator makro dan industri yang membaik, antara lain target pertumbuhan ekonomi nasional 2026 sebesar 5,4% dalam APBN 2026, keberlanjutan program prioritas pemerintah di bidang ketahanan pangan (termasuk *food estate*), energi, dan infrastruktur, serta proyeksi Asosiasi Industri Alat Berat Indonesia (HINABI) bahwa produksi alat berat nasional 2026 akan tumbuh pada kisaran 5%–10%. Dewan Komisaris menilai asumsi-asumsi ini realistis dan tercermin secara memadai dalam arah strategi Perseroan.

Dewan Komisaris mendukung kelanjutan strategi diversifikasi produk dan sektor pengguna, termasuk pendalaman lini truk Foton beserta varian listriknya yang memposisikan Perseroan pada tren elektrifikasi dan keberlanjutan, serta penguatan lini ekskavator Hitachi generasi terbaru. Dewan Komisaris menekankan bahwa peluang pertumbuhan tersebut perlu

VIEW ON BUSINESS PROSPECTS

The Board of Commissioners has reviewed the business outlook prepared by the Board of Directors and generally agrees with its assessment. The outlook is based on improving macroeconomic and industry indicators, including the Indonesian Government's 2026 economic growth target of 5.4% as set out in the 2026 State Budget, the continuation of government priority programs in food security (including food estate projects), energy, and infrastructure, as well as the Indonesian Heavy Equipment Industry Association's (HINABI) projection that national heavy equipment production will grow by approximately 5% to 10% in 2026. The Board considers these assumptions to be realistic and appropriately reflected in the Company's strategic direction.

The Board supports the continuation of the Company's product and customer sector diversification strategy, including the expansion of the Foton truck business and its electric vehicle variants, which position the Company to benefit from the growing trends of electrification and sustainability, as well as the strengthening of the latest generation Hitachi excavator product

diimbangi dengan fokus pada pemulihan profitabilitas, penguatan kembali kontribusi pendapatan berulang dari suku cadang dan jasa purnajual, serta kehati-hatian dalam mengelola risiko pasar, nilai tukar, dan modal kerja. Dengan posisi kas yang kuat dan portofolio produk yang semakin lengkap, Dewan Komisaris meyakini Perseroan berada pada posisi yang baik untuk memanfaatkan peluang usaha ke depan secara berkelanjutan.

PANDANGAN ATAS PENERAPAN TATA KELOLA

Dewan Komisaris menilai bahwa Perseroan telah menerapkan prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*/GCG) secara konsisten sepanjang tahun buku 2025. Direksi telah menjalankan fungsi pengurusan secara kolegial dengan pembagian tugas yang jelas dan menjaga hubungan kerja yang konstruktif dengan Dewan Komisaris melalui rapat berkala serta pelaporan yang transparan, sehingga fungsi pengawasan dapat berjalan efektif.

Dewan Komisaris memandang bahwa fungsi kepatuhan (*compliance*) telah dijalankan dengan baik, tercermin dari ketaatan Perseroan terhadap peraturan perundang-undangan, ketentuan Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia, keterbukaan informasi yang tepat waktu, serta pemenuhan kewajiban pelaporan berkala.

Dewan Komisaris juga menilai penerapan manajemen risiko telah berjalan memadai, dengan mitigasi yang relevan atas risiko pasar dan siklus komoditas melalui diversifikasi, serta pengendalian risiko kredit, nilai tukar, dan modal kerja. Melalui Komite Audit, Dewan Komisaris memastikan efektivitas pengendalian internal dan integritas pelaporan keuangan tetap terjaga. Dewan Komisaris mendorong Direksi untuk terus meningkatkan kualitas penerapan tata kelola dan memperkuat integrasi aspek keberlanjutan ke dalam kegiatan usaha.

line. The Board emphasizes that these growth opportunities should be accompanied by continued efforts to improve profitability, strengthen recurring income from spare parts and after-sales services, and maintain prudent management of market, foreign exchange, and working capital risks. With its strong cash position and increasingly comprehensive product portfolio, the Board believes the Company is well positioned to capture future business opportunities and deliver sustainable growth.

VIEW ON THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

The Board of Commissioners believes that the Company consistently implemented the principles of Good Corporate Governance (GCG) throughout financial year 2025. The Board of Directors carried out its management responsibilities collectively, with a clear division of duties, while maintaining a constructive working relationship with the Board of Commissioners through regular meetings and transparent reporting, enabling effective oversight.

The Board also believes that the Company's compliance function was implemented effectively, as reflected in its adherence to applicable laws and regulations, the requirements of the Financial Services Authority (OJK) and the Indonesia Stock Exchange, timely information disclosure, and fulfillment of its periodic reporting obligations.

In addition, the Board considers the Company's risk management framework to be adequate, with appropriate mitigation measures for market and commodity cycle risks through diversification, as well as effective management of credit, foreign exchange, and working capital risks. Through the Audit Committee, the Board of Commissioners ensured that the effectiveness of internal controls and the integrity of financial reporting were maintained. The Board encourages the Board of Directors to continue strengthening corporate governance practices and further integrate sustainability considerations into the Company's business activities.

APRESIASI DAN PENUTUP

Mengakhiri laporan ini, atas nama Dewan Komisaris, kami menyampaikan penghargaan dan terima kasih yang setinggi-tingginya kepada Direksi atas kepemimpinan, kerja keras, dan dedikasinya dalam mengelola Perseroan sepanjang tahun buku 2025 dengan penuh tanggung jawab di tengah tantangan yang tidak ringan. Kami juga menyampaikan apresiasi yang tulus kepada seluruh karyawan Perseroan atas komitmen, integritas, dan kontribusinya yang menjadi kekuatan utama dalam menjaga daya saing Perseroan.

Kepada para pemegang saham, pelanggan, mitra usaha, prinsipal, lembaga keuangan, serta otoritas dan pemerintah, kami menyampaikan terima kasih atas kepercayaan dan dukungan yang berkelanjutan. Dewan Komisaris optimistis bahwa dengan tata kelola yang kuat, strategi yang tepat, dan kerja sama seluruh pemangku kepentingan, Perseroan akan terus tumbuh dan menciptakan nilai jangka panjang secara berkelanjutan.

APPRECIATION AND CLOSING

In closing, on behalf of the Board of Commissioners, we would like to express our sincere appreciation to the Board of Directors for its leadership, dedication, and hard work in managing the Company responsibly throughout financial year 2025 despite the challenging business environment. We also extend our heartfelt appreciation to all employees for their commitment, integrity, and valuable contributions, which remain the foundation of the Company's competitiveness.

We also thank our shareholders, customers, business partners, principals, financial institutions, and government authorities for their continued trust and support. The Board of Commissioners remains confident that, with strong corporate governance, the right strategy, and the continued collaboration of all stakeholders, the Company will continue to grow sustainably and create long-term value for all stakeholders.

Atas nama Dewan Komisaris,
On Behalf of the Board of Commissioners,



Toto Wahyudiyanto
Presiden Komisaris (Komisaris Independen)
President Commissioner (Independent Commissioner)



Laporan Direksi
Board of Directors Report

Dwi Swasono

Presiden Direktur
President Director

"Volume penjualan Perseroan tumbuh 16,4% menjadi 3.880 unit pada 2025, didukung kontribusi terbesar segmen agribisnis sebanyak 1.409 unit, yang mencerminkan keberhasilan strategi diversifikasi sektor."

"The Company's sales volume grew by 16.4% to 3,880 units in 2025, supported by the agribusiness segment as the largest contributor with 1,409 units, reflecting the success of its sector diversification strategy."

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,
Dear Shareholders and Stakeholders,

Tahun buku 2025 adalah tahun ketika Perseroan memilih untuk terus tumbuh di tengah pasar yang menantang. Di saat permintaan alat berat nasional melandai dan tekanan harga menekan profitabilitas industri, Perseroan justru berhasil memperluas penjualan dan memperkuat posisi pasarnya melalui strategi diversifikasi produk dan penetrasi sektor pengguna yang lebih beragam. Ketahanan arus kas dan kekuatan neraca tetap terjaga sebagai fondasi keberlanjutan, seiring transisi kepemimpinan Direksi yang berlangsung mulus dan menegaskan kesinambungan arah strategi Perseroan. Tahun ini menjadi bukti bahwa ketangguhan Perseroan tidak semata bertumpu pada satu siklus komoditas, melainkan pada kemampuan beradaptasi dan melayani beragam kebutuhan pelanggan.

TINJAUAN EKONOMI DAN INDUSTRI ALAT BERAT

Sepanjang tahun buku 2025, perekonomian Indonesia tetap tumbuh pada kisaran 5% ditopang oleh konsumsi domestik yang stabil, keberlanjutan proyek-proyek infrastruktur strategis, serta aktivitas sektor pertambangan dan perkebunan yang masih solid. Pemerintah melanjutkan pembangunan Ibu Kota Nusantara (IKN), jalan tol, pelabuhan, bandara, dan kawasan industri, yang seluruhnya menjadi mesin permintaan bagi alat berat konstruksi. Di sisi lain, harga komoditas khususnya batu bara dan nikel bergerak fluktuatif sehingga

Financial year 2025 was a year in which the Company chose to continue growing despite challenging market conditions. While demand for heavy equipment in Indonesia softened and pricing pressure weighed on industry profitability, the Company successfully expanded its sales and strengthened its market position through its product diversification strategy and broader penetration into various customer sectors. The Company maintained strong cash flow and a healthy balance sheet as the foundation for sustainable growth, while the smooth leadership transition within the Board of Directors reinforced the continuity of the Company's strategic direction. This year demonstrated that the Company's resilience is built not on a single commodity cycle, but on its ability to adapt and serve the diverse needs of its customers.

ECONOMIC AND HEAVY EQUIPMENT INDUSTRY OVERVIEW

Throughout financial year 2025, Indonesia's economy continued to grow at around 5%, supported by stable domestic consumption, the continuation of strategic infrastructure projects, and solid activity in the mining and plantation sectors. The Government continued the development of the Nusantara Capital City (IKN), toll roads, ports, airports, and industrial estates, all of which supported demand for construction equipment. At the same time, commodity prices, particularly coal and nickel, remained volatile, leading some

belanja modal sebagian pelaku pertambangan menjadi lebih selektif.

Industri alat berat nasional bergerak dalam kondisi yang menantang. Penjualan alat berat baru nasional pada 2025 diperkirakan berada di kisaran 23.000 unit, atau turun sekitar 5% dibandingkan tahun sebelumnya, terutama akibat sikap *wait-and-see* pelaku tambang di tengah wacana pemangkasan Rencana Kerja dan Anggaran Biaya (RKAB) serta volatilitas harga komoditas. Karakteristik industri ini sangat bergantung pada sektor pengguna, lebih dari separuh permintaan berasal dari pertambangan (batu bara, nikel, emas, timah, dan bauksit), sementara sisanya tersebar pada konstruksi/infrastruktur, kehutanan, dan agribisnis/perkebunan kelapa sawit.

Bagi Perseroan, keragaman sektor pengguna ini merupakan peluang sekaligus penyeimbang. Ketika permintaan tambang melandai, sektor agribisnis dan perkebunan justru menunjukkan pertumbuhan permintaan yang kuat sebagai pengganti alat berat yang telah berumur (*replacement*) maupun perluasan area, sementara proyek infrastruktur pemerintah menjaga permintaan pada segmen konstruksi. Kombinasi ini memungkinkan Perseroan memitigasi siklus komoditas dengan menyebar basis pelanggannya ke banyak sektor pengguna akhir.

STRATEGI DAN KEBIJAKAN STRATEGIS 2025

Menghadapi pasar yang diproyeksikan menyusut, Direksi menetapkan strategi bertahan sekaligus tumbuh yang bertumpu pada tiga pilar utama yaitu diversifikasi produk, perluasan sektor pengguna, dan penguatan layanan purnajual sebagai sumber pendapatan berulang.

Pada pilar diversifikasi produk, Perseroan memperluas portofolio di luar lini utama ekskavator Hitachi. Perseroan memperkenalkan generasi terbaru ekskavator Hitachi seri ZX-7G termasuk ZX550LC-7G dan ZX350LC-7G Material Handling, serta memperkuat lini truk melalui merek Foton asal Tiongkok, dilengkapi dengan layanan penjualan dan reparasi. Langkah paling menonjol adalah pengenalan Foton EV 8×4, truk listrik ramah lingkungan berbobot operasi 24.800 kg bertenaga baterai CATL berkapasitas 352,08 kWh yang mampu menempuh hingga 110 km dengan pengisian daya hanya satu jam, menandai masuknya Perseroan ke era elektrifikasi alat angkut. Perseroan juga menghadirkan Morooka *carrier dump* untuk kebutuhan pengangkutan di perkebunan kelapa sawit dan unit BX100 Backhoe Loader untuk melengkapi solusi bagi pelanggan.

mining companies to adopt a more cautious approach to capital expenditure.

The national heavy equipment industry operated in a challenging environment. Sales of new heavy equipment in Indonesia were estimated at approximately 23,000 units in 2025, representing a decline of around 5% from the previous year. This was mainly due to a wait-and-see approach among mining companies amid discussions on reductions to the Work Plan and Budget (RKAB) and continued commodity price volatility. The industry remains highly dependent on end-user sectors, with more than half of total demand coming from mining, including coal, nickel, gold, tin, and bauxite, while the remainder is driven by construction and infrastructure, forestry, and agribusiness, particularly oil palm plantations.

For the Company, this diversity of end-user sectors provides both opportunities and balance. As demand from the mining sector softened, the agribusiness and plantation sectors experienced stronger demand driven by equipment replacement and plantation expansion, while government infrastructure projects continued to support demand in the construction segment. This diversified customer base enabled the Company to mitigate commodity cycle risks by serving a broader range of end-user industries.

STRATEGY AND STRATEGIC POLICIES IN 2025

In anticipation of a contracting market, the Board of Directors adopted a strategy focused on both resilience and growth, built on three key pillars: product diversification, expansion into new customer sectors, and strengthening after-sales services as a source of recurring revenue.

Under the product diversification strategy, the Company expanded its portfolio beyond its core Hitachi excavator business. It introduced the latest Hitachi ZX-7G Series excavators, including the ZX550LC-7G and ZX350LC-7G Material Handling models, while strengthening its truck business through the Foton brand from China, supported by comprehensive sales and repair services. One of the Company's most significant initiatives was the introduction of the Foton EV 8×4, an environmentally friendly electric truck with an operating weight of 24,800 kg, powered by a 352.08 kWh CATL battery. The vehicle offers a driving range of up to 110 km with only one hour of charging, marking the Company's entry into the electrification era of commercial transport equipment. The Company also introduced the Morooka carrier dump for transportation needs in oil palm plantations and the BX100 Backhoe Loader unit to further enhance its customer solutions.

Pada pilar perluasan sektor pengguna, Perseroan secara aktif menggarap sektor agribisnis, kehutanan, perkebunan, dan konstruksi untuk mengurangi ketergantungan pada siklus pertambangan. Strategi ini terbukti efektif dengan indikasi bahwa sektor agribisnis menjadi andalan pertumbuhan penjualan ekskavator pada tahun buku 2025. Pada pilar layanan purnajual, Perseroan terus memperkuat jaringan 18 cabang utama dan dukungan suku cadang serta jasa pemeliharaan sebagai fondasi hubungan jangka panjang dengan pelanggan sekaligus penyangga pendapatan di saat penjualan unit berfluktuasi.

PERAN DIREKSI DALAM PERUMUSAN STRATEGI

Direksi mengemban tanggung jawab penuh atas perumusan arah strategis Perseroan, dengan berpedoman pada visi, misi, dan Rencana Jangka Panjang Perusahaan serta memperhatikan masukan dan pengawasan Dewan Komisaris. Dalam menyusun strategi tahun buku 2025, Direksi melakukan analisis menyeluruh atas tren pasar, dinamika harga komoditas, kebijakan pemerintah, serta posisi kompetitif Perseroan, kemudian menerjemahkannya ke dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) yang terukur.

Perumusan strategi dilakukan secara kolegial. Setiap anggota Direksi membawahi bidang tugas tertentu dan memberikan sudut pandang sesuai kompetensinya, namun keputusan strategis diambil secara kolektif untuk memastikan keselarasan lintas fungsi. Direksi secara berkala mengevaluasi asumsi yang mendasari strategi terhadap perkembangan pasar dan menyesuaikan prioritas apabila diperlukan, sehingga arah usaha Perseroan tetap relevan dengan kondisi yang dihadapi.

PROSES IMPLEMENTASI STRATEGI

Strategi yang telah dirumuskan diterjemahkan oleh Direksi ke dalam pelaksanaan operasional melalui mekanisme yang terstruktur dan berjenjang. Arah strategis dijabarkan menjadi sasaran kerja dan anggaran tahunan (RKAP), yang selanjutnya diturunkan menjadi target terukur pada tingkat unit kerja, cabang, dan lini produk. Direksi mengalokasikan sumber daya baik anggaran, sumber daya manusia, maupun dukungan operasional secara selaras dengan prioritas strategis yang telah ditetapkan.

Dalam pelaksanaannya, Direksi menempatkan koordinasi lintas fungsi sebagai kunci agar strategi berjalan konsisten dari kantor pusat hingga jaringan cabang. Setiap Direktur menjalankan fungsi pengarahan dan pengawasan atas bidang

To expand its customer base, the Company actively developed business opportunities in the agribusiness, forestry, plantation, and construction sectors to reduce its dependence on mining cycles. This strategy proved effective, as the agribusiness sector became the primary driver of excavator sales growth during the financial year 2025. In terms of after-sales services, the Company continued to strengthen its network of 18 main branches, supported by spare parts availability and maintenance services. These efforts reinforced long-term customer relationships while providing a stable source of revenue when equipment sales fluctuated.

THE ROLE OF THE BOARD OF DIRECTORS IN STRATEGY FORMULATION

The Board of Directors bears full responsibility for formulating the Company's strategic direction, guided by the Company's vision, mission, and Long-Term Corporate Plan, while taking into account the input and oversight of the Board of Commissioners. In developing the strategy for financial year 2025, the Board of Directors conducted a comprehensive assessment of market trends, commodity price movements, government policies, and the Company's competitive position, and translated these analyses into a measurable Annual Work Plan and Budget (RKAP).

The strategy formulation process was carried out collectively. Each member of the Board of Directors was responsible for specific areas of management and contributed expertise from their respective fields, while strategic decisions were made jointly to ensure alignment across all functions. The Board of Directors regularly reviewed the assumptions underlying its strategy against market developments and adjusted priorities when necessary, ensuring that the Company's strategic direction remained relevant to changing business conditions.

STRATEGY IMPLEMENTATION PROCESS

The Board of Directors translated the approved strategy into operational execution through a structured and systematic process. The strategic direction was incorporated into the Annual Work Plan and Budget (RKAP), which was then cascaded into measurable targets for business units, branch offices, and product lines. Financial resources, human capital, and operational support were allocated in line with the Company's strategic priorities.

During implementation, the Board of Directors emphasized cross-functional coordination to ensure consistent execution across the head office and branch network. Each Director provided direction and oversight within his or her respective

tugasnya, memastikan kebijakan diterjemahkan menjadi program kerja yang konkret serta didukung oleh kesiapan kompetensi tenaga penjualan dan teknisi. Penyelarasan antara fungsi penjualan, purnajual, keuangan, dan operasional dijaga agar setiap inisiatif berjalan saling menguatkan.

Direksi memantau kemajuan implementasi secara berkala melalui rapat Direksi, evaluasi pencapaian target terhadap rencana, serta tinjauan atas indikator kinerja utama. Deviasi yang muncul ditindaklanjuti dengan langkah korektif secara tepat waktu. Perkembangan pelaksanaan strategi beserta kinerjanya dilaporkan secara transparan kepada Dewan Komisaris, sehingga fungsi pengawasan dapat berjalan efektif dan pengambilan keputusan tetap akuntabel. Melalui mekanisme ini, Direksi memastikan bahwa strategi tidak berhenti sebagai rencana, melainkan terlaksana secara konsisten dan terukur.

TINJAUAN KINERJA

Secara operasional, tahun buku 2025 merupakan tahun yang menunjukan peningkatan dari volume penjualan. Total penjualan unit mencapai 3.880 unit, tumbuh 18,2% dari 3.283 unit pada tahun sebelumnya, terutama didorong oleh segmen ekskavator kelas menengah (termasuk *mining excavator*) yang naik 21,8% menjadi 3.164 unit. Berdasarkan sektor pengguna, segmen agribisnis menjadi kontributor terbesar penjualan ekskavator dengan 1.409 unit (tumbuh 37,9%), mengungguli konstruksi (544 unit), kehutanan (528 unit), dan pertambangan (299 unit) konfirmasi keberhasilan strategi diversifikasi sektor.

Secara finansial, penghasilan neto tercatat USD515,4 juta, relatif stabil dengan penurunan tipis 1,4% dibanding USD522,7 juta tahun sebelumnya. Meskipun volume unit tumbuh signifikan, pendapatan tertahan oleh pergeseran bauran menuju unit baru bermargin lebih tipis serta penurunan pendapatan suku cadang sebesar 22,6% menjadi USD83,5 juta. Akibatnya, laba bruto turun 18,2% menjadi USD90,2 juta dengan margin bruto menyusut dari 21,1% menjadi 17,5%, dan laba bersih tahun berjalan tercatat USD16,0 juta atau turun 48,5% dari USD31,1 juta. Laba per saham menjadi USD0,019 dari USD0,037.

Meski profitabilitas tertekan, fundamental keuangan Perseroan tetap kokoh. Arus kas neto dari aktivitas operasi melonjak menjadi USD103,4 juta dari USD23,6 juta, meningkat lebih dari empat kali lipat berkat penagihan yang kuat dan pengelolaan modal kerja yang disiplin. Total ekuitas terjaga pada USD165,0

area of responsibility, ensuring that corporate policies were translated into practical work programs supported by capable sales and technical personnel. Close alignment among the sales, after-sales, finance, and operational functions ensured that each initiative complemented and reinforced the others.

The Board of Directors regularly monitored implementation progress through Board meetings, reviews of performance against planned targets, and evaluations of key performance indicators. Any deviations were addressed promptly through appropriate corrective actions. Progress in strategy implementation and overall performance was reported transparently to the Board of Commissioners, enabling effective oversight and ensuring accountability in decision-making. Through this structured approach, the Board of Directors ensured that the Company's strategy was not merely a plan, but one that was executed consistently and effectively.

PERFORMANCE OVERVIEW

From an operational perspective, the financial year 2025 was marked by strong growth in sales volume. Total unit sales reached 3,880 units, an increase of 18.2% from 3,283 units in the previous year. This growth was mainly driven by the medium-sized excavator segment, including mining excavators, whose sales increased by 21.8% to 3,164 units. By end-user sector, agribusiness became the largest contributor to excavator sales, with 1,409 units sold, representing growth of 37.9%. This was followed by the construction sector with 544 units, forestry with 528 units, and mining with 299 units, confirming the success of the Company's customer sector diversification strategy.

From a financial perspective, net revenue amounted to USD515.4 million, remaining relatively stable with a slight decline of 1.4% from USD522.7 million in the previous year. Despite the significant increase in unit sales, revenue growth was constrained by a shift in the sales mix toward new equipment with lower margins, as well as a 22.6% decline in spare parts revenue to USD83.5 million. As a result, gross profit decreased by 18.2% to USD90.2 million, while the gross profit margin declined from 21.1% to 17.5%. Profit for the year amounted to USD16.0 million, down 48.5% from USD31.1 million in the previous year. Earnings per share also declined to USD0.019 from USD0.037.

Despite the decline in profitability, the Company's financial fundamentals remained strong. Net cash generated from operating activities increased more than fourfold to USD103.4 million from USD23.6 million in the previous year, supported by strong collections and disciplined working capital

juta, mencerminkan struktur permodalan yang sehat. Sebagai wujud komitmen terhadap imbal hasil pemegang saham, Perseroan membagikan dividen kas sebesar USD21,7 juta atau USD0,025885 per saham pada Oktober 2025 yang bersumber dari laba tahun buku sebelumnya.

PERBANDINGAN TARGET 2025 DAN AKTUAL 2025

Direksi menetapkan sasaran tahun buku 2025 dengan bertumpu pada pertahanan pangsa pasar dan pertumbuhan volume di tengah pasar nasional yang diperkirakan melemah, disertai kehati-hatian atas profitabilitas mengingat tekanan harga dan bauran produk. Perbandingan antara arah/sasaran dan realisasi disajikan pada tabel berikut.

management. Total equity remained solid at USD165.0 million, reflecting a healthy capital structure. As part of its commitment to delivering returns to shareholders, the Company distributed cash dividends totaling USD21.7 million, or USD0.025885 per share, in October 2025 from the previous financial year's earnings.

COMPARISON BETWEEN 2025 TARGETS AND ACTUAL RESULTS

The Board of Directors established the Company's targets for financial year 2025 with a focus on maintaining market share and achieving sales volume growth despite expectations of a weaker domestic market, while taking a prudent approach to profitability in view of pricing pressure and changes in the product mix. A comparison between the Company's targets and actual performance is presented in the following table.

Uraian Description	Satuan Unit	RKAP 2025 Target 2025	Realisasi 2025 Realization 2025	Pencapaian (%) Achievement (%)
Penjualan alat berat (Excavator 6T Over) (Excavator 6T Over) Sales of heavy equipment	Unit	2.929	3.164	108,0
Penghasilan neto Net revenues	USD	609.864.684	515.423.217	84,5
Laba bruto Gross profit	USD	116.683.458	90.183.254	77,3
Laba usaha Operating income	USD	51.476.732	27.648.992	53,7
Laba bersih Net income	USD	34.976.100	15.983.119	45,7
Struktur modal: Capital structure :				
Liabilitas jangka pendek Current liabilities	USD	253.119.864	221.698.473	87,6
Liabilitas jangka panjang Current liabilities	USD	17.947.440	20.333.892	113,3
Jumlah liabilitas Total liabilities	USD	271.067.304	242.032.365	89,3
Jumlah ekuitas Total equity	USD	183.784.653	165.000.120	89,8
Jumlah liabilitas dan ekuitas Total equity	USD	454.851.957	407.032.485	89,5
Rasio liabilitas terhadap ekuitas Liabilities to equity ratio	%	147,5	146,7	99,5

Secara keseluruhan, Perseroan berhasil melampaui sasaran volume dan penguatan posisi pasar serta mengeksekusi agenda diversifikasi dengan baik. Sasaran yang tidak sepenuhnya tercapai adalah laba bersih, yang terkoreksi akibat kompresi margin dan pergeseran bauran yang menjadi sebuah *trade-off* yang disadari Direksi sebagai konsekuensi dari mempertahankan pertumbuhan volume di pasar yang kompetitif, dan yang akan menjadi fokus perbaikan pada tahun-tahun berikutnya.

Overall, the Company successfully exceeded its targets for sales volume and market position while effectively executing its product diversification strategy. The only target that was not fully achieved was net profit, which declined due to margin compression and changes in the sales mix. The Board of Directors recognizes this as a deliberate trade-off resulting from its decision to prioritize sales volume growth in a highly competitive market. Improving profitability will therefore remain a key focus in the years ahead.

KENDALA DAN TANTANGAN

Perseroan menghadapi sejumlah kendala sepanjang tahun buku 2025. Tantangan utama adalah kompresi margin sebagai dampak dari intensitas persaingan harga dan pergeseran bauran penjualan ke arah unit baru yang menekan margin bruto dari 21,1% menjadi 17,5%, sementara kontribusi lini bermargin lebih tinggi, khususnya suku cadang menurun 22,6%. Hal ini menjadikan pertumbuhan volume tidak serta-merta diikuti pertumbuhan laba.

Tantangan kedua bersumber dari volatilitas harga komoditas dan kebijakan sektor pertambangan. Fluktuasi harga batu bara dan nikel serta wacana pemangkasan RKAB membuat sebagian pelanggan tambang menahan belanja modal, sehingga penjualan ke sektor pertambangan menurun. Ketiga, Perseroan menanggung eksposur terhadap nilai tukar dan biaya pendanaan, tercermin dari beban bunga sekitar USD7,3 juta, di tengah kebutuhan pembiayaan modal kerja dan persediaan. Keempat, masuknya lini produk baru menuntut investasi pada kompetensi tenaga penjual, teknisi, serta ketersediaan suku cadang pendukung. Direksi menyikapi seluruh tantangan ini melalui diversifikasi sektor pengguna, disiplin modal kerja, dan penguatan layanan purnajual.

CHALLENGES AND CONSTRAINTS

The Company faced several challenges throughout financial year 2025. The primary challenge was margin compression resulting from intense price competition and a shift in the sales mix toward new equipment, which reduced the gross profit margin from 21.1% to 17.5%. At the same time, revenue from higher-margin businesses, particularly spare parts, declined by 22.6%. As a result, the increase in sales volume did not translate into higher profitability.

The second challenge stemmed from commodity price volatility and developments in the mining sector. Fluctuations in coal and nickel prices, together with discussions regarding reductions to the Work Plan and Budget (RKAB), led some mining customers to delay capital expenditure, resulting in lower sales to the mining sector. Third, the Company remained exposed to foreign exchange fluctuations and financing costs, as reflected in interest expenses of approximately USD7.3 million, while continuing to finance working capital and inventory requirements. Finally, the introduction of new product lines required additional investment in the capabilities of sales personnel and service technicians, as well as the availability of supporting spare parts. The Board of Directors addressed these challenges by diversifying the Company's customer base, maintaining disciplined working capital management, and strengthening after-sales services.

PENERAPAN PRAKTIK TATA KELOLA

Direksi berkomitmen menerapkan prinsip-prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*/ GCG) yaitu transparansi, akuntabilitas, tanggung jawab, independensi, dan kewajaran sebagai fondasi pengelolaan Perseroan yang berkelanjutan. Sepanjang tahun buku 2025, Direksi menjalankan fungsi pengurusan secara kolegial dengan pembagian tugas yang jelas, serta menjaga hubungan kerja yang konstruktif dengan Dewan Komisaris melalui rapat berkala dan pelaporan yang transparan.

Perseroan didukung oleh Dewan Komisaris yang menjalankan fungsi pengawasan dan pemberian nasihat serta fungsi pengawasan internal yang diperkuat melalui Komite Audit. Perseroan menyelenggarakan RUPS Tahunan pada 16 September 2025 sebagai wujud akuntabilitas kepada pemegang saham, mencakup pengesahan laporan, penetapan penggunaan laba termasuk pembagian dividen, dan pemutakhiran susunan pengurus.

IMPLEMENTATION OF CORPORATE GOVERNANCE PRACTICES

The Board of Directors is committed to implementing the principles of Good Corporate Governance (GCG), transparency, accountability, responsibility, independence, and fairness, as the foundation for the Company's sustainable management. Throughout financial year 2025, the Board of Directors carried out its management responsibilities collectively, with a clear division of duties, while maintaining a constructive working relationship with the Board of Commissioners through regular meetings and transparent reporting.

The Company was supported by the Board of Commissioners in carrying out its supervisory and advisory functions, with internal oversight further strengthened by the Audit Committee. The Company also held its Annual General Meeting of Shareholders (AGMS) on 16 September 2025 as part of its accountability to shareholders. The meeting approved the annual reports and financial statements, determined the appropriation of profit, including dividend distribution, and approved changes to the composition of the Company's governing bodies.

Pada aspek kepatuhan (*compliance*), Direksi memastikan seluruh kegiatan usaha dijalankan sesuai dengan peraturan perundang-undangan yang berlaku, ketentuan Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia, serta anggaran dasar dan kebijakan internal Perseroan. Perseroan menjaga keterbukaan informasi kepada publik dan pemegang saham secara tepat waktu, memenuhi kewajiban pelaporan berkala, serta menegakkan kode etik dan standar perilaku bagi seluruh jajaran. Ketaatan terhadap ketentuan perpajakan, ketenagakerjaan, serta perizinan usaha turut menjadi bagian dari budaya kepatuhan yang dibangun Perseroan.

Pada aspek manajemen risiko, Direksi menerapkan pengelolaan risiko yang melekat pada proses bisnis untuk mengidentifikasi, mengukur, memitigasi, dan memantau risiko-risiko utama yang dihadapi Perseroan. Risiko pasar dan siklus komoditas dimitigasi melalui diversifikasi produk dan sektor pengguna agar Perseroan tidak bergantung pada satu segmen. Risiko nilai tukar dan pendanaan dikelola melalui pemantauan eksposur mata uang dan struktur pembiayaan yang berhati-hati. Risiko kredit dan modal kerja dikendalikan melalui disiplin kebijakan penjualan, penilaian pelanggan, dan penagihan yang ketat, sementara risiko persediaan dijaga melalui perencanaan pasokan yang selaras dengan permintaan. Direksi meyakini penerapan tata kelola, kepatuhan, dan manajemen risiko yang konsisten menjadi landasan bagi pengelolaan Perseroan yang berkelanjutan dan mendorong penerapan aspek keberlanjutan dalam kegiatan usaha.

PERUBAHAN SUSUNAN DIREKSI

Tahun buku 2025 menandai transisi kepemimpinan yang penting bagi Perseroan. Melalui Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada 16 September 2025, susunan Direksi diperbarui dengan pengangkatan Bapak Dwi Swasono sebagai Presiden Direktur, menggantikan Bapak Ir. Djonggi TP. Gultom. Direksi menyampaikan penghargaan yang tinggi atas kepemimpinan dan pengabdian Bapak Ir. Djonggi TP. Gultom selama masa jabatannya. Transisi ini berlangsung mulus dan menegaskan komitmen Perseroan terhadap kesinambungan kepemimpinan (*leadership continuity*) serta keberlanjutan arah strategi yang telah ditetapkan.

In terms of compliance, the Board of Directors ensured that all business activities were conducted in accordance with applicable laws and regulations, the requirements of the Financial Services Authority (OJK) and the Indonesia Stock Exchange, as well as the Company's Articles of Association and internal policies. The Company maintained timely and transparent disclosure of information to the public and shareholders, fulfilled its periodic reporting obligations, and upheld its code of ethics and standards of conduct across the organization. Compliance with tax, employment, and business licensing requirements also remained integral to the Company's corporate culture.

In the area of risk management, the Board of Directors implemented an integrated risk management framework to identify, assess, mitigate, and monitor the key risks facing the Company. Market and commodity cycle risks were mitigated through product diversification and expansion into various customer sectors, reducing the Company's dependence on any single market segment. Foreign exchange and financing risks were managed through careful monitoring of currency exposure and prudent financing arrangements. Credit and working capital risks were controlled through disciplined sales policies, thorough customer assessments, and effective collection procedures, while inventory risk was managed through supply planning aligned with market demand. The Board of Directors believes that the consistent implementation of good governance, compliance, and risk management provides a strong foundation for the Company's sustainable growth and supports the integration of sustainability principles into its business operations.

CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS

Financial year 2025 marked an important leadership transition for the Company. At the Annual General Meeting of Shareholders held on 16 September 2025, Mr. Dwi Swasono was appointed as President Director, succeeding Mr. Ir. Djonggi TP. Gultom. The Board of Directors expresses its sincere appreciation for Mr. Ir. Djonggi TP. Gultom's leadership, dedication, and valuable contributions throughout his tenure. The transition was carried out smoothly, reflecting the Company's commitment to leadership continuity and the consistent implementation of its long-term strategic direction.

Susunan Direksi Perseroan per 31 Maret 2026 adalah sebagai berikut:

The composition of the Company's Board of Directors as of 31 March 2026 was as follows:

Jabatan Position	Nama Name
Presiden Direktur President Director	Dwi Swasono
Direktur Director	Yasumasa Zaizen
Direktur Director	Nobuyasu Hagiwara
Direktur Director	Teru Karahashi
Direktur Director	Yoshendri
Direktur Director	Akihiro Yoshida
Direktur Director	Hiroki Majima
Direktur Director	Ryoji Tanaka

PROSPEK USAHA

Direksi memandang prospek usaha ke depan dengan optimisme yang terukur, ditopang oleh indikator makro dan industri yang membaik. Pemerintah menetapkan target pertumbuhan ekonomi 2026 sebesar 5,4% dalam APBN 2026, sementara Bank Indonesia memproyeksikan pertumbuhan pada kisaran 5,1%–5,6%. Belanja negara diarahkan pada program-program prioritas yang berdampak langsung pada permintaan alat berat, antara lain ketahanan pangan (termasuk *food estate*), energi, serta kelanjutan pembangunan Ibu Kota Nusantara yang memperoleh alokasi anggaran sekitar Rp6,26 triliun pada 2026.

Pada tataran industri, prospek juga menunjukkan pemulihan. Asosiasi Industri Alat Berat Indonesia (HINABI) memproyeksikan produksi alat berat nasional tahun 2026 tumbuh sekitar 5%–10% menjadi kisaran 9.000–9.500 unit, dari sekitar 8.693 unit pada 2025. Pertumbuhan ini digerakkan oleh sektor pertambangan (batu bara, nikel, emas, dan mineral lainnya), perkebunan seiring program biodiesel dan *food estate*, konstruksi melalui Proyek Strategis Nasional, serta terbukanya peluang pasar ekspor. Ketahanan permintaan pada segmen agribisnis dan kehutanan diperkirakan berlanjut, memberikan penyeimbang atas siklus komoditas pertambangan.

BUSINESS PROSPECT

The Board of Directors remains cautiously optimistic about the Company's future business prospects, supported by improving macroeconomic and industry fundamentals. The Government has set an economic growth target of 5.4% for 2026 in the 2026 State Budget, while Bank Indonesia projects economic growth in the range of 5.1% to 5.6%. Government spending will continue to focus on priority programs that are expected to drive demand for heavy equipment, including food security initiatives such as food estate projects, the energy sector, and the continued development of the Nusantara Capital City (IKN), which has been allocated approximately Rp6.26 trillion in the 2026 State Budget.

Industry prospects also indicate a gradual recovery. The Indonesian Heavy Equipment Industry Association (HINABI) projects national heavy equipment production to grow by approximately 5% to 10% in 2026, reaching around 9,000 to 9,500 units, compared with approximately 8,693 units in 2025. This growth is expected to be driven by the mining sector, including coal, nickel, gold, and other minerals, the plantation sector supported by the biodiesel and food estate programs, construction activities under National Strategic Projects, and expanding export market opportunities. Demand from the agribusiness and forestry sectors is also expected to remain resilient, providing a balance against the cyclical nature of the mining industry.

Menyikapi peluang tersebut, Perseroan akan melanjutkan strategi diversifikasi produk dan sektor pengguna, memperdalam penetrasi lini truk Foton termasuk varian listrik Foton EV yang memposisikan Perseroan pada tren elektrifikasi dan keberlanjutan, serta memperkuat lini ekskavator Hitachi generasi terbaru. Fokus perbaikan tahun mendatang diarahkan pada pemulihan margin melalui optimalisasi bauran produk, penguatan kembali kontribusi suku cadang dan jasa purnajual sebagai sumber pendapatan berulang, serta pengelolaan modal kerja yang berkelanjutan. Dengan posisi kas yang kuat, jaringan 18 cabang utama, basis pelanggan yang terdiversifikasi, dan portofolio produk yang semakin lengkap, Direksi meyakini Perseroan berada pada posisi yang baik untuk tumbuh secara berkelanjutan.

In response to these opportunities, the Company will continue to implement its product and customer sector diversification strategy, further expand the Foton truck business, including the Foton EV electric vehicle range, positioning the Company to benefit from the growing trends of electrification and sustainability, and strengthen its portfolio of the latest generation Hitachi excavators. The Company's priorities for the coming year will focus on improving profit margins through product mix optimization, increasing the contribution of spare parts and after-sales services as recurring sources of revenue, and maintaining disciplined working capital management. Supported by a strong cash position, a network of 18 main branches, a diversified customer base, and an increasingly comprehensive product portfolio, the Board of Directors believes that the Company is well positioned to achieve sustainable growth.

APRESIASI DAN PENUTUP

Mengakhiri laporan ini, atas nama Direksi, kami menyampaikan penghargaan dan terima kasih yang setinggi-tingginya kepada seluruh pemangku kepentingan. Kepada para pemegang saham, kami sampaikan terima kasih atas kepercayaan yang berkelanjutan. Kepada Dewan Komisaris, kami menghaturkan apresiasi atas pengawasan, nasihat, dan arahan yang konstruktif sepanjang tahun.

Kami juga menyampaikan terima kasih kepada para pelanggan, mitra usaha, prinsipal, lembaga keuangan, serta otoritas dan pemerintah atas kepercayaan dan kerja samanya. Secara khusus, kami mengapresiasi seluruh karyawan Perseroan atas dedikasi, kerja keras, dan integritasnya, yang menjadi kekuatan utama dalam mencapai kinerja tahun buku 2025 dan menjaga daya saing Perseroan. Dengan dukungan seluruh pemangku kepentingan, Direksi optimistis Perseroan akan terus tumbuh dan menciptakan nilai jangka panjang secara berkelanjutan.

APPRECIATION AND CLOSING

In closing, on behalf of the Board of Directors, we would like to express our sincere appreciation and gratitude to all stakeholders. We thank our shareholders for their continued trust and confidence in the Company. We also extend our appreciation to the Board of Commissioners for its valuable oversight, guidance, and constructive advice throughout the year.

We also express our gratitude to our customers, business partners, principals, financial institutions, government authorities, and regulators for their continued trust and cooperation. Above all, we sincerely thank all of the Company's employees for their dedication, hard work, and integrity, which have been the driving force behind the Company's performance in financial year 2025 and the foundation of its continued competitiveness. With the continued support of all stakeholders, the Board of Directors remains confident that the Company will continue to grow sustainably and create long-term value for all stakeholders.

Atas nama Direksi,
On Behalf of the Board of Directors



Dwi Swasono
Presiden Direktur
President Directors


FOTON
428



Profil Perusahaan

Company Profile

Identitas Perusahaan [GRI 2-1]
Corporate Identity



Nama Perusahaan | Company Name
PT HEXINDO ADIPERKASA TBK

Nama Sebutan | Nickname
HEXINDO

Bentuk Hukum
Legal Form

Perseroan Terbatas (PT) & Perusahaan Terbuka (Tbk)
Limited Liability Company (LLC) & Publicly Listed Company (PLC)

Bidang Usaha
Line of Business

Perdagangan serta layanan purna jual untuk produk alat berat
Trading and after-sales services for heavy equipment products

Tanggal Pendirian
Date of Establishment

28 November 1988
November 28, 1988

Kode Saham
Stock Ticker

HEXA

Dasar Hukum Pendirian
Legal Basis of Establishment

Perseroan didirikan berdasarkan Akta Pendirian Nomor 37 tanggal 28 November 1988, yang dibuat di hadapan Mohamad Ali, S.H., Notaris di Jakarta. Anggaran Dasar Perseroan telah mengalami penyesuaian dengan Undang-undang Perseroan Terbatas melalui Akta Nomor 159 tanggal 21 Juli 2008, yang dibuat di hadapan Robert Purba, S.H., Notaris di Jakarta. Selanjutnya, Anggaran Dasar terakhir disesuaikan dengan peraturan Otoritas Jasa Keuangan (OJK), sebagaimana tertuang dalam Akta Nomor 192 tanggal 24 Mei 2023 yang dibuat di hadapan Christina Dwi Utami, S.H., M.Hum., M.Kn., Notaris di Jakarta, serta Akta Nomor 19 tanggal 24 September 2024 yang dibuat di hadapan Gatot Widodo, S.E., S.H., M.Kn., Notaris di Jakarta.

The Company was established pursuant to Deed of Establishment No. 37 dated November 28, 1988, drawn up before Mohamad Ali, S.H., a Notary in Jakarta. The Company's Articles of Association have been amended to comply with the Limited Liability Company Law through Deed No. 159 dated July 21, 2008, drawn up before Robert Purba, S.H., a Notary in Jakarta. Subsequently, the most recent amendments to the Articles of Association were made to conform with regulations issued by the Financial Services Authority (OJK), as stipulated in Deed No. 192 dated May 24, 2023, drawn up before Christina Dwi Utami, S.H., M.Hum., M.Kn., a Notary in Jakarta, and Deed No. 19 dated September 24, 2024, drawn up before Gatot Widodo, S.E., S.H., M.Kn., a Notary in Jakarta.

Pencatatan Saham
Share Listing

Tercatat di Bursa Efek Indonesia sejak 13 Februari 1995
Listed on the Indonesia Stock Exchange since February 13, 1995

Modal Dasar
Authorized Capital

Rp168.000.000.000,-
(seratus enam puluh delapan miliar)
(one hundred and sixty eight billion)

Modal Ditempatkan dan Disetor
Issued and Paid-up Capital

Rp84.000.000.000,-
(Delapan puluh empat miliar)
(Eighty four billion)

Jumlah Saham Beredar
Outstanding Shares

840.000.000
Lembar Saham | Shares

Alamat dan Kontak
Address and Contact Information

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Jakarta Timur 13930, Indonesia

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Riwayat Singkat Perusahaan
Brief History of Hexindo

RIWAYAT SINGKAT HEXINDO

PT Hexindo Adiperkasa Tbk ("Hexindo" atau "Perseroan") didirikan pada 28 November 1988 berdasarkan Akta Nomor 37 tanggal 28 November 1988 yang dibuat di hadapan Notaris Mohamad Ali, S.H., di Jakarta. Akta pendirian tersebut telah disahkan oleh Menteri Kehakiman Republik Indonesia melalui Surat Keputusan Nomor C2- 4389. HT.01.01.TH.89 tanggal 12 Mei 1989, dan diumumkan dalam Berita Negara Republik Indonesia Nomor 54 Tambahan Nomor 1251 tanggal 7 Juli 1989. Hexindo mulai menjalankan kegiatan operasionalnya secara komersial pada Januari 1989 dan ditunjuk sebagai distributor resmi alat berat merek Hitachi di Indonesia pada tahun 1990.

Pada 13 Februari 1995, Hexindo mencatatkan sahamnya di Bursa Efek Indonesia (sebelumnya Bursa Efek Jakarta dan Bursa Efek Surabaya) dengan kode saham HEXA, sebanyak 10 juta lembar saham dengan nilai nominal Rp1.000 per saham dan harga penawaran sebesar Rp2.800 per saham. Langkah ini menandai transformasi Perseroan menjadi perusahaan terbuka. Pada tahun 1998, Hexindo memperkuat struktur permodalannya melalui Penawaran Umum Terbatas I sebanyak 42 juta lembar saham. Selain fokus pada ekspansi bisnis, Hexindo juga menunjukkan komitmennya terhadap layanan purna jual dengan mendirikan fasilitas remanufacturing pada tahun 1999.

Perkembangan Perseroan terus berlanjut. Pada tahun 2003, Hexindo ditunjuk sebagai distributor resmi alat berat kehutanan merek John Deere. Kemudian, Perseroan menjalin kerja sama strategis melalui penandatanganan Nota Kesepahaman untuk pendirian PT Hitachi Construction Machinery Finance Indonesia (HCMFI) di tahun 2008. Hexindo terus memperluas infrastruktur operasionalnya dengan meresmikan fasilitas pengelasan di Samarinda serta membangun gudang pertambangan di Banjarmasin pada tahun 2013. Dua tahun berikutnya, Perseroan memperkuat eksistensinya dengan meresmikan gedung kantor pusat baru di Jakarta.

Hingga akhir tahun buku 2025, Perseroan tercatat sebagai salah satu perusahaan dengan kapitalisasi pasar terbesar di industri alat berat Indonesia. Selain itu, Perseroan juga menjadi pemimpin pasar untuk alat berat merek Jepang, khususnya Hitachi, melalui jaringan operasional yang mencakup 18 kantor cabang, 18 kantor perwakilan, 15 kantor proyek pertambangan, serta 5 fasilitas lainnya yang tersebar di berbagai wilayah di Indonesia.

PERUBAHAN SIGNIFIKAN TERHADAP PERUSAHAAN [C.6]

Sepanjang tahun buku 2025, tidak terdapat perubahan signifikan dalam struktur maupun kegiatan operasional Perseroan, seperti merger, pembukaan, serta penutupan cabang maupun unit usaha baru. Selain itu, Perseroan juga tidak mengalami perubahan nama selama periode tersebut.

BRIEF HISTORY OF HEXINDO

PT Hexindo Adiperkasa Tbk ("Hexindo" or the "Company") was established on November 28, 1988 based on Deed No. 37 dated November 28, 1988 drawn up before Notary Mohamad Ali, S.H., in Jakarta. The deed of establishment was approved by the Minister of Justice of the Republic of Indonesia through Decree No. C2-4389. HT.01.01.TH.89 dated May 12, 1989, and was published in the State Gazette of the Republic of Indonesia No. 54 Supplement No. 1251 dated July 7, 1989. Hexindo commenced its commercial operations in January 1989 and was appointed as the authorized distributor of Hitachi heavy equipment in Indonesia in 1990.

On February 13, 1995, Hexindo listed its shares on the Indonesia Stock Exchange (formerly the Jakarta Stock Exchange and Surabaya Stock Exchange) under the stock code HEXA, offering 10 million shares with a par value of Rp1,000 per share and an offering price of Rp2,800 per share. This marked the Company's transformation into a publicly listed company. In 1998, Hexindo strengthened its capital structure through a Limited Public Offering I of 42 million shares. In addition to focusing on business expansion, Hexindo also demonstrated its commitment to after-sales services by establishing a remanufacturing facility in 1999.

The Company continued to grow. In 2003, Hexindo was appointed as the authorized distributor of John Deere forestry equipment. Subsequently, the Company entered into a strategic partnership through the signing of a Memorandum of Understanding for the establishment of PT Hitachi Construction Machinery Finance Indonesia (HCMFI) in 2008. Hexindo continued to expand its operational infrastructure by inaugurating a welding facility in Samarinda and constructing a mining warehouse in Banjarmasin in 2013. Two years later, the Company further strengthened its presence by inaugurating its new head office building in Jakarta.

As of the end of fiscal year 2025, the Company was recognized as one of the largest companies by market capitalization in Indonesia's heavy equipment industry. In addition, the Company became the market leader for Japanese heavy equipment brands, particularly Hitachi, supported by an operational network consisting of 18 branch offices, 18 representative offices, 15 mining project offices, and 5 other facilities located throughout Indonesia.

SIGNIFICANT CHANGES TO THE COMPANY

Throughout fiscal year 2025, there were no significant changes in the Company's structure or operational activities, such as mergers, the opening or closure of branches, or the establishment of new business units. In addition, the Company did not undergo any change in its name during the period.

Jejak Langkah
Milestone

1988
Pendirian Perusahaan dengan nama PT Hexindo Adiperkasa.
Establishment of the company under the name PT Hexindo Adiperkasa.

1989
Penjualan unit pertama eksavator hidraulik Hitachi seri EX200.
Sale of the first hydraulic excavator unit, the Hitachi EX200 series.

1990
Penunjukan sebagai distributor resmi alat berat Hitachi di Indonesia.
Appointment as the authorized distributor of Hitachi heavy equipment in Indonesia.

1998
Pelaksanaan Penawaran Umum Terbatas I sebanyak 42 juta lembar saham di Bursa Efek Jakarta dan Bursa Efek Surabaya.
Executed the First Limited Public Offering of 42 million shares on the Jakarta Stock Exchange and Surabaya Stock Exchange.

1999
Pendirian fasilitas remanufacturing sebagai dukungan perawatan komprehensif.
Established a remanufacturing facility to support comprehensive maintenance services.

2002
Pencapaian 1 juta jam kerja pada unit ekskavator Hitachi.
Achieved 1 million operating hours on Hitachi excavator units.

2013
- Peresmian fasilitas pengelasan (welding) di Samarinda.
- Keberlanjutan program CSR melalui kerja sama dengan UGM - Program D4 Alat Berat.

- Inaugurated a welding facility in Samarinda.
- Continued the CSR program in collaboration with UGM – the D4 Heavy Equipment Program.

2014
- Pembukaan empat kantor cabang baru di Cilegon, Cirebon, Kupang, dan Gorontalo.
- Peluncuran produk Hexindo Engine Oil dan Hydraulic Oil.

- Opened four new branch offices in Cilegon, Cirebon, Kupang, and Gorontalo.
- Launched Hexindo Engine Oil and Hydraulic Oil products.

2018
Perkenalan teknologi ConSite Shot dan ConSite Pocket.
Introduced ConSite Shot and ConSite Pocket technologies.

2021
- Pendirian kantor proyek Toka Tindung di lokasi tambang emas, Desa Winuri, Minahasa Utara, untuk mendukung operasional PT Geopersada Mulia Abadi dan PT Thiess Indonesia.
- Peluncuran program Rent-to-Buy sebagai solusi kepemilikan alat berat yang fleksibel.

- Established the Toka Tindung project office at the gold mining site in Winuri Village, North Minahasa, to support operations of PT Geopersada Mulia Abadi and PT Thiess Indonesia.
- Launched the Rent-to-Buy program as a flexible heavy equipment ownership solution.

2023
- Menerima penghargaan dari TEMPO-IDNFinancials atas portofolio kinerja keuangan Hexindo yang terus meningkat dalam lima tahun terakhir hingga periode Maret 2023, dengan menjadi konstituen Indeks TEMPO-IDNFinancials 52 dengan kategori "High Dividend".
- Peluncuran 35 unit ekskavator seri batik (ZX200-5G dan ZX210F-5G) dalam rangka perayaan 35 tahun Hexindo. Unit ini memiliki desain batik eksklusif pada arm, boom, dan engine body, sebagai apresiasi kepada pelanggan setia.

- Received the TEMPO-IDNFinancials Award for consistent financial performance over the past five years until March 2023 and was designated as a constituent of the TEMPOIDNFinancials 52 Index under the "High Dividend" category.
- Launched 35 batik-themed excavator units (ZX200-5G and ZX210F-5G) in celebration of Hexindo's 35th anniversary. These units feature an exclusive batik design on the arm, boom, and engine body as a gesture of appreciation to loyal customers

2024
Peluncuran seri ekskavator hidraulik terbaru ZAXIS-7G untuk kelas 30 ton, 40 ton, dan 80 ton (ZX350H-7G, ZX490LC-7G, dan ZX890LCH-7G), yang menonjolkan kualitas tinggi dan daya tahan prima.
Launched the latest ZAXIS-7G hydraulic excavator series for the 30-ton, 40-ton, and 80-ton classes (ZX350H7G, ZX490LC-7G, and ZX890LCH7G), showcasing superior quality and durability

1991

Penandatanganan kontrak perawatan penuh dengan PT Kaltim Prima Coal (KPC).

Signing of a full maintenance contract with PT Kaltim Prima Coal (KPC).

1995

- Pelaksanaan Penawaran Umum Perdana (IPO) sebanyak 10 juta lembar saham di Bursa Efek Jakarta dan Bursa Efek Surabaya.
- Status sebagai perusahaan publik secara resmi diperoleh.

- Conducted an Initial Public Offering (IPO) of 10 million shares on the Jakarta Stock Exchange and Surabaya Stock Exchange.
- Officially attained public company status.

2008

Penandatanganan Nota Kesepahaman pendirian Hitachi Construction Machinery Finance Indonesia (HCMFI).

Signing of Memorandum of Understanding on the establishment of Hitachi Construction Machinery Finance Indonesia (HCMFI).

2011

Penandatanganan Nota Kesepahaman dengan Universitas Gadjah Mada (UGM) dalam bidang pendidikan alat berat.

Signed an Memorandum of Understanding with Gadjah Mada University (UGM) in the field of heavy equipment education.

2015

Peresmian gedung baru Kantor Pusat Hexindo di Jakarta.

Inaugurated the new Hexindo Head Office building in Jakarta.

2016

Pembukaan kantor baru Cabang Manado.

Opening of Manado branch office.

2014

- Peluncuran ekskavator terbaru, yaitu ZX110MF-5G, ZX130-5G, dan ZX138MF-5G.
- Peluncuran Articulated Dump Truck (ADT) Bell B60E.

- Launched the latest excavator models: ZX110MF-5G, ZX130-5G, and ZX138MF-5G.
- Introduced the Bell B60E Articulated Dump Truck (ADT).

2022

- Peresmian berbagai fasilitas dan kantor pendukung, seperti Wetar Site Support, Morowali Contact Office, dan GAM Site Support.
- Peresmian kantor cabang Bandung.

- Inaugurated various support facilities and offices, including Wetar Site Support, Morowali Contact Office, and GAM Site Support.
- Officially opened the Bandung branch office.

2025

- PT Hexindo Adiperkasa Tbk meluncurkan tiga produk unggulan, yaitu Hitachi ZX550LC-7G, Hitachi ZX350LC-7G Material Handling, dan Foton EV 8x4 dalam ajang Construction & Mining Indonesia 2025 di JIEXpo, Kemayoran, sebagai upaya memenuhi kebutuhan industri alat berat di Indonesia.
- PT Hexindo Adiperkasa Tbk meluncurkan Hexindo Smart Assistant (Mobile Apps) sebagai platform digital untuk memudahkan customer mengakses informasi unit, spare parts, layanan servis, status transaksi, promo, serta komunikasi dengan tim Hexindo secara cepat dan efisien.

- PT Hexindo Adiperkasa Tbk launched three flagship products, namely the Hitachi ZX550LC-7G, Hitachi ZX350LC-7G Material Handling, and Foton EV 8x4 at Construction & Mining Indonesia 2025 held at JIEXpo, Kemayoran, as part of its efforts to meet the needs of Indonesia's heavy equipment industry.
- PT Hexindo Adiperkasa Tbk launched the Hexindo Smart Assistant (Mobile App) as a digital platform to enable customers to access unit information, spare parts, service support, transaction status, promotional programs, and communication with the Hexindo team quickly and efficiently.

Visi, Misi dan Nilai Inti
Vision, Mission and Core Value



Visi
Vision

Menjadi perusahaan berkelas dunia dalam industri alat-alat berat di Indonesia dengan kualitas pelayanan terbaik bagi kepuasan semua pihak yang berkepentingan.

To be a world-class company in heavy equipment industry in Indonesia through high quality of service for the satisfaction of the stakeholders.

Misi
Mission

01 Menjadi mitra pelanggan yang paling diandalkan dalam pengadaan alat-alat berat sekaligus menjadi ahli yang terpercaya dalam memberikan solusi terbaik mengenai produk dan jasa.

To be a reliable partner in heavy equipment services and trusted expert to give best solution in products and services.

02 Meningkatkan kualitas kinerja para karyawan secara berkesinambungan dalam lingkungan kerja yang semakin kondusif sekaligus membantu mereka mencapai kesejahteraan.

To sustainably improve performance quality of employees in a conducive working environment as well as lead them to achieve better welfare.

03 Menghadirkan kebanggaan di mata dunia melalui kontribusi nyata bagi kesejahteraan umum, masyarakat dan bangsa.

To present to the world a true contribution to the public and nation's welfare.

04 Menjamin imbalan keuangan yang pasti serta memastikan pertumbuhan yang terus meningkat bagi investasi para pemegang saham.

To ensure a fixed financial yield and increasing growth for the interest of shareholder's investment.

Nilai Inti
Core Value

Kepercayaan
Trust

Perseroan membangun dan menjaga kepercayaan masyarakat khususnya pelanggan berdasarkan integritas, komitmen dan kejujuran.

The Company develops and maintains public trust, particularly customers, based on integrity, commitment and honesty.

Dedikasi
Dedication

Loyalitas, antusiasme dan pengabdian menjadi modal penting yang membentuk dedikasi yang kuat seluruh elemen dalam Perseroan terhadap pekerjaaan dan tanggung jawabnya.

Loyalty, enthusiasm and devotion are important assets that lead the strong dedication of all elements in the Company to their job and responsibilities.

Kinerja yang Tinggi
High Performance

Perseroan mendorong peningkatan kinerja yang optimal melalui peningkatan kompetensi, profesionalisme dan kepemimpinan.

The Company encourages optimal performance improvement through increasing competence, professionalism and leadership.

Logo Perusahaan
Company Logo

Logogram



Logotype

HEXINDO

Warna | Colour



Keterangan | Description

Logo Perseroan merupakan kesatuan dari kombinasi antara elemen Logogram dan Logotype yang selalu digunakan secara bersamaan.

The Company's logo comprises a combination of Logogram and Logotype elements that are always displayed simultaneously.

Logogram yang terdiri dari huruf "H" berwarna hitam, dan huruf "A" berwarna oranye, merupakan nama pendek atau akronim dari Perseroan, PT Hexindo Adiperkasa Tbk. Selain itu, bentuk segitiga pada Logogram merefleksikan perhatian Perseroan terhadap tiga elemen penting yang sesuai dengan visi dan misi Perseroan, yaitu: pemegang saham, karyawan, serta bangsa dan negara.

The logogram, which consists of the letter "H" in black and the letter "A" in orange, is the short name or acronym of the Company, PT Hexindo Adiperkasa Tbk. In addition, the triangular shape in the logogram reflects the Company's attention to three important elements in accordance with the Company's vision and mission, namely: shareholders, employees, and the nation and state.

Kegiatan Usaha [C.4]
Business Activity

KEGIATAN USAHA BERDASARKAN ANGGARAN DASAR

Berdasarkan Pasal 3 Akta No. 19/2024, maksud dan tujuan Perseroan adalah berusaha dalam bidang perdagangan, jasa, konstruksi, industri dan real estat.

Untuk mencapai maksud dan tujuan tersebut, Perseroan melakukan kegiatan usaha sebagai berikut:

- **Kegiatan Usaha Utama**
  1. Perdagangan
     a. Perdagangan Besar Mesin, Peralatan dan Perlengkapan Lainnya (KBLI 46599);
     b. Perdagangan Besar Alat Transportasi Darat (Bukan Mobil, Sepeda Motor, dan Sejenisnya), Suku Cadang dan Perlengkapannya (KBLI 46593); dan
     c. Perdagangan Besar Mesin, Peralatan dan Perlengkapan Pertanian (KBLI 46530);
  2. Jasa
     a. Aktivitas Penyewaan dan Sewa Guna Usaha tanpa Hak Opsi Mesin, Peralatan dan Barang Berwujud Lainnya YTDL (Yang Tidak Dapat Diklasifikasikan di Tempat Lain) (KBLI 77399);
     b. Aktivitas Penyewaan dan Sewa Guna Usaha tanpa Hak Opsi Mobil, Bus, Truk Dan Sejenisnya (KBLI 77100);
     c. Aktivitas Penyewaan dan Sewa Guna Usaha tanpa Hak Opsi Mesin dan Peralatan Industri Pengolahan (KBLI 77391);
     d. Aktivitas Penyewaan dan Sewa Guna Usaha tanpa Hak Opsi Mesin Pertanian Dan Peralatannya (KBLI 77392);
     e. Aktivitas Penyewaan dan Sewa Guna Usaha tanpa Hak Opsi Mesin dan Peralatan Konstruksi Dan Teknik Sipil (KBLI 77393);
     f. Aktivitas Penyewaan dan Sewa Guna tanpa Hak Opsi Mesin Pertambangan dan Energi serta Peralatannya (KBLI 77395); dan
     g. Reparasi Mobil (KBLI 45201);
  3. Konstruksi Penyewaan Alat Konstruksi dengan Operator (KBLI 43905);
  4. Industri
     a. Jasa Industri Untuk Berbagai Pengerjaan Khusus Logam Dan Barang Dari Logam (KBLI 25920);
     b. Reparasi Mesin untuk Keperluan Khusus (KBLI 33122); dan

BUSINESS ACTIVITIES BASED ON THE ARTICLES OF ASSOCIATION

Based on Article 3 of Deed No. 19/2024, the purpose and objective of the Company is to engage in trading, services, construction, industrial, and real estate businesses.

To achieve such purpose and objective, the Company conducts the following business activities:

- **Main Business Activities**
  1. Trading
     a. Wholesale of Machinery, Equipment and Other Supplies (KBLI 46599);
     b. Wholesale of Land Transportation Equipment (Excluding Cars, Motorcycles and Similar Vehicles), Spare Parts and Accessories (KBLI 46593); and
     c. Wholesale of Agricultural Machinery, Equipment and Supplies (KBLI 46530);
  2. Services
     a. Rental and Leasing Activities without Option Rights for Other Tangible Machinery, Equipment and Goods N.E.C. (Not Elsewhere Classified) (KBLI 77399);
     b. Rental and Leasing Activities without Option Rights for Cars, Buses, Trucks and Similar Vehicles (KBLI 77100);
     c. Rental and Leasing Activities without Option Rights for Processing Industry Machinery and Equipment (KBLI 77391);
     d. Rental and Leasing Activities without Option Rights for Agricultural Machinery and Equipment (KBLI 77392);
     e. Rental and Leasing Activities without Option Rights for Construction and Civil Engineering Machinery and Equipment (KBLI 77393);
     f. Rental and Leasing Activities without Option Rights for Mining and Energy Machinery and Equipment (KBLI 77395); and
     g. Car Repair Services (KBLI 45201);
  3. Rental of Construction Equipment with Operators (KBLI 43905);
  4. Industry
     a. Industrial Services for Various Specialized Metal and Metal Product Works (KBLI 25920);
     b. Repair of Machinery for Special Purposes (KBLI 33122); and

c. Industri Mesin Penambangan, Penggalian dan Konstruksi (KBLI 28240);

- **Kegiatan Usaha Penunjang**
  1. Perdagangan
     a. Perdagangan Besar Peralatan Telekomunikasi (KBLI 46523);
     b. Perdagangan Besar Bahan Bakar Padat, Cair dan Gas dan Produk YBDI (KBLI 46610); dan
     c. Perdagangan Besar Tekstil (KBLI 46411);
  2. Real Estat Yang Dimiliki Sendiri atau Disewa (KBLI 68111).

KEGIATAN USAHA YANG DIJALANKAN PADA TAHUN BUKU 2025

Hingga akhir tahun buku 2025, Perseroan telah menjalankan seluruh kegiatan usaha sesuai dengan yang tercantum dalam Pasal 3 Anggaran Dasar Perseroan, sebagaimana diuraikan di atas, kecuali Konstruksi Penyewaan Alat Konstruksi dengan Operator (KBLI 43905). Adapun rincian mengenai produk, layanan, dukungan, serta fasilitas yang ditawarkan oleh Perseroan adalah sebagai berikut:

Produk

Untuk memenuhi permintaan pasar akan alat berat di berbagai sektor seperti Kehutanan, Pertambangan, Konstruksi dan Perkebunan, Hexindo menyediakan berbagai macam produk termasuk *Excavator, Mini Excavator, Wheel Loader, Backhoe Loader, Dump Truck, Heavy Duty Truck, Rollers, Carrier Dump,* dan *attachment* dari merek-merek ternama seperti Hitachi, Bell, Dynapac, Foton dan Morooka.



Layanan

Dalam rangka meningkatkan kepuasan pelanggan, Hexindo memiliki cakupan layanan yang luas di seluruh wilayah Indonesia dengan layanan penuh. Dukungan dan fasilitas yang disediakan meliputi:

c. Manufacture of Mining, Quarrying and Construction Machinery (KBLI 28240);

- Supporting Business Activities
  1. Trading
     a. Wholesale of Telecommunication Equipment (KBLI 46523);
     b. Wholesale of Solid, Liquid and Gas Fuels and Related Products (KBLI 46610); and
     c. Wholesale of Textiles (KBLI 46411);
  2. Owned or Leased Real Estate (KBLI 68111).

BUSINESS ACTIVITIES CONDUCTED IN FISCAL YEAR 2025

As of the end of fiscal year 2025, the Company had conducted all of its business activities in accordance with Article 3 of the Company's Articles of Association, as described above, except for Construction Equipment Rental with Operators (KBLI 43905). The details of the products, services, support, and facilities offered by the Company are as follows:

Products

To meet market demand for heavy equipment across various sectors such as Forestry, Mining, Construction, and Plantation, Hexindo provides a wide range of products, including Excavator, Mini Excavator, Wheel Loader, Backhoe Loader, Dump Truck, Heavy Duty Truck, Rollers, Carrier Dump, and attachment from renowned brands such as Hitachi, Bell, Dynapac, Foton, and Morooka.

Services

To enhance customer satisfaction, Hexindo maintains an extensive service network throughout Indonesia with full-service support. The support and facilities provided include:

- **Remanufaktur**
  Untuk mendukung proses remanufaktur komponen Hitachi secara khusus, Perseroan menyediakan layanan yang andal dengan kualitas dan presisi tinggi melalui fasilitas remanufaktur. Setiap komponen dirakit ulang dan diuji sesuai dengan pedoman ketat dari Hitachi. Oleh karena itu, Hexindo memberikan garansi (setara komponen baru) serta jaminan performa atas komponen tersebut.
- ***Welding Center***
  Perseroan menyediakan layanan pengelasan yang dirancang untuk memenuhi dan melampaui harapan pelanggan melalui kualitas terbaik, harga yang kompetitif, dan ketepatan waktu pengerjaan. Layanan ini didukung oleh Pengujian Nondestruktif (NDT) yang dilakukan secara berkala untuk menjamin keandalan hasil kerja. Selain itu, Hexindo juga menawarkan jasa fabrikasi dan perakitan ulang komponen alat berat sesuai dengan Prosedur Standar Hitachi, guna memastikan performa optimal dan kesesuaian teknis.
- ***E-Service***
  E-Service merupakan solusi berbasis teknologi tinggi yang dirancang untuk membantu pelanggan dalam mengontrol dan memantau unit mereka secara efisien melalui platform GES (*Global E-Service*). Layanan ini memungkinkan peningkatan produktivitas, meminimalkan *downtime*, serta mendorong efisiensi biaya secara keseluruhan. Dengan akses yang tersedia kapan saja dan di mana saja melalui internet, *E-Service* menjadi pilihan terbaik untuk mendukung kinerja operasional pelanggan secara optimal.

- **Remanufacturing**
  To specifically support the remanufacturing process of Hitachi components, the Company provides reliable services with high quality and precision through its remanufacturing facility. Each component is reassembled and tested in accordance with Hitachi's stringent guidelines. Therefore, Hexindo provides a warranty (equivalent to that of a new component) as well as a performance guarantee for such components.
- **Welding Center**
  The Company provides welding services designed to meet and exceed customer expectations through superior quality, competitive pricing, and timely delivery. These services are supported by periodic Non-Destructive Testing (NDT) to ensure the reliability of the work performed. In addition, Hexindo offers fabrication and reassembly services for heavy equipment components in accordance with Hitachi Standard Procedures to ensure optimal performance and technical compliance.

- **E-Service**
  E-Service is a high-technology solution designed to assist customers in controlling and monitoring their equipment efficiently through the GES (Global E-Service) platform. This service enables increased productivity, minimizes downtime, and promotes overall cost efficiency. With access available anytime and anywhere via the internet, E-Service serves as an optimal solution to support customers' operational performance.

Suku Cadang

Dalam rangka mewujudkan kepuasan pelanggan dalam layanan purna jual, Perseroan menjadikan ketersediaan suku cadang sebagai salah satu pilar utamanya. Perusahaan menyediakan lebih dari 88.000 item suku cadang yang didistribusikan melalui outlet-outlet stok yang tersebar secara strategis di seluruh Indonesia. Pengelolaan stok ini menggunakan Sistem Global HCM Jepang, sehingga memungkinkan pemrosesan data secara cepat dan akurat di setiap outlet. Dengan dukungan gudang utama di Jakarta dan Balikpapan, serta suplai langsung dari Hitachi Singapura dan Jepang, Hexindo memastikan tingkat ketersediaan suku cadang yang tinggi dan waktu pengiriman yang efisien.

Spare Parts

As part of its commitment to achieving customer satisfaction in after-sales services, the Company regards spare parts availability as one of its key pillars. The Company provides more than 88,000 spare part items distributed through strategically located stocking outlets across Indonesia. Inventory management is supported by the HCM Japan Global System, enabling fast and accurate data processing at each outlet. Supported by main warehouses in Jakarta and Balikpapan, as well as direct supplies from Hitachi Singapore and Japan, Hexindo ensures a high level of spare parts availability and efficient delivery times.

Training Center

Perseroan mengembangkan Pusat Pelatihan sebagai sarana untuk mempersiapkan pemimpin bisnis masa depan yang andal di bidang teknis, operasional, strategis, dan visioner. Melalui pelaksanaan program pelatihan kepemimpinan ini, karyawan didorong untuk berpartisipasi dalam berbagai program, baik teknis maupun nonteknis, yang bertujuan untuk meningkatkan keterampilan kerja serta memperkuat kompetensi mereka secara menyeluruh.

Training Center

The Company has developed a Training Center as a facility to prepare future business leaders with strong technical, operational, strategic, and visionary capabilities. Through the implementation of leadership development programs, employees are encouraged to participate in various training programs, both technical and non-technical, aimed at enhancing work-related skills and strengthening their overall competencies.

Keanggotaan dalam Asosiasi [C.5]
Membership in Associations

Hingga akhir tahun buku 2025, Perseroan tercatat sebagai anggota dan tergabung dalam beberapa asosiasi berikut yang relevan dengan kegiatan usaha serta mendukung pengembangan bisnis Perseroan:

As of the end of fiscal year 2025, the Company was registered as a member of and affiliated with several associations relevant to its business activities and supportive of the Company's business development, as follows:

Kadin Indonesia
Kamar Dagang dan Industri Indonesia
Indonesian Chamber of Commerce and Industry

Lingkup / Scope: Nasional / National
Status Keanggotaan / Membership Status: Anggota / Member

APINDO
Asosiasi Pengusaha Indonesia
Indonesian Employers Association

Lingkup / Scope: Nasional / National
Status Keanggotaan / Membership Status: Anggota / Member

GINSI
Gabungan Importir Nasional Seluruh Indonesia
National Association of Indonesian Importersand Industry

Lingkup / Scope: Nasional / National
Status Keanggotaan / Membership Status: Anggota / Member

ASPINDO
Asosiasi Jasa Pertambangan Indonesia
Indonesian Mining Services Association

Lingkup / Scope: Nasional / National
Status Keanggotaan / Membership Status: Anggota / Member

PAABI
Perhimpunan Agen Pengusaha Alat Berat Indonesia
Indonesian Heavy Equipment Sole Agent Associationand Industry

Lingkup / Scope: Nasional / National
Status Keanggotaan / Membership Status: Anggota / Member

AEI
Asosiasi Emiten Indonesia
Indonesian Issuers Association

Lingkup / Scope: Nasional / National
Status Keanggotaan / Membership Status: Anggota / Member

Wilayah Operasi [POJK C.3] [GRI 2-1]
Operating Area

Lokasi Area	Alamat Address	Telepon Telephone
Wilayah Barat West Area		
Kantor Cabang Branch Offices		
Banda Aceh	Jl. Prof. Moh. Hasan No. 133, Lampeuneurut Gampong Kecamatan Darul Imarah, Aceh Besar Nanggroe Aceh Darussalam 23352.	(0651) 8054092
Bandung	Jln. Gatot Subroto No. 259, Kel. Cibangkong, Kec. Batununggal, Bandung, Jawa Barat 40274	(022) 87354190
Jakarta	Kawasan Industri Pulo Gadung - Jl. Pulo Kambing II Kav. I-II No. 33, Jakarta Timur, Jakarta 13930.	(021) 4603738
Jambi	Jl. Marsda Surya Darma No. 48 Km. 10 Kenali Asam Bawah, Kota Baru, Jambi 36128.	(0741) 42500 / 40677
Medan	Jl. Medan Tanjung Morawa Km. 11,5, Medan, Sumatera Utara 20362.	(061) 7941728 / 7941723 / 7941724
Padang	Jl. Raya Bypass Km. 20 Tanjung Aur, Kec. Koto Tangah, Padang, Sumatera Barat 25171.	(0751) 483366
Palembang	Jl Letjen Harun Sohar No. 81 Simpang Tanjung Api-api, Palembang, Sumatera Selatan 30152.	(0711) 419425 / 419632
Pekanbaru	Jl. Soekarno Hatta No. 62 A Pekanbaru, Riau 28292.	(0761) 587943
Pontianak	Jl. Adi Sucipto KM.12 Arang Limbung, kec, Sungai Raya, kab. Kubu Raya, Kalimantan Barat 78391.	(0561) 725354 / 6726215
Kantor Perwakilan Contact Offices		
Bandar Lampung	Jl. By Pass Soekarno Hatta Km 09 No 09 Tanjung Senang, Bandar Lampung 35141.	(0721) 781533
Cilegon	Jl. Lingkar Selatan Cilegon KM. 2, Kp. Larangan RT 003/RW 002, Desa Harjatani, Kec. Kramatwatu 42161	(0254) 7819416 / 7819436
Ketapang	Jl. Pawan 1 No. 47, Desa Baru, Kecamatan Benua Kayong, Ketapang, Kalimantan Barat 78822.	(0534) 3067776
Muara Enim	Jl. Jenderal Sudirman KM 3,5 Desa Muara Enim, Kec. Muara Enim, Sumatera Selatan 31311.	(0734) 4251 757 / 4251 838
Pangkalpinang	Jl. Jend. Sudirman No. 9, Kel. Selindung Baru, Kec. Gabek, Pangkalpinang, Kep. Bangka Belitung 33117.	(0717) 431644
Semarang	Jl. Abdul Rahman Saleh no.191 RT.07/ RW.07, Kel. Kembangarum, Kec. Semarang Barat, Semarang, Jawa Tengah 50145.	(024) 7622128
Sungai Baung	Sinar Mas Forestry - Jalan Distrik Jelutung, Sungai Baung (OKI)	0813-2432-0385
Tanjung Pandan	Jl. Jend Sudirman km.7 no. 08 rt.12 rw.04 Air Raya Ujung 1 Desa Perawas, Tanjug Pandan, Belitung 33131	(0719) 24500
Wilayah Timur East Area		
Kantor Cabang Branch Offices		
Banjarmasin	Jl. A. Yani Km. 23 RT. 09 RW 03 Landasan Ulin Banjarbaru, Banjarmasin, Kalimantan Selatan 70724.	(0511) 4706056 / 4705544 / 470517
Balikpapan	Jl. Mulawarman No. 99 Batakan, Balikpapan 76116.	(0542) 760320 / 760322
Jayapura	Jl. Raya Sentani No. 92, Kel. Hedam, Kec. Heram Abepura, Jayapura, Papua 99351.	(0967) 5189565
Makassar	Jl. Kima Raya I Kav. K.1A Makassar Industrial Estate Daya - Makassar, Sulawesi Selatan 90241.	(0411) 510853 / 510857
Manado	Jl. Raya Manado-Bitung (Maumbi), Desa Watutumou II Jaga VII Kec. Kalawat Kab. Minahasa Utara Sulut, Manado 90245.	(0431) 7005200 / 7005184 / 7005194
Surabaya	Jl. Rungkut Industri II No. 59 RT. 003 RW 006, Surabaya, Jawa Timur 60293.	(031) 8420096
Sampit	Jl. Jenderal Sudirman Km.45 Mentawa Baru Hulu, Mentawa Baru Ketapang, Kab. Kotawaringin Timur, Kalimantan Tengah 74332	(0531) 31941
Samarinda	Jl. Cipto Mangunkusumo No. 19 Kel. Gunung Panjang - Samarinda, Kalimantan Timur 75131.	(0541) 261608 / 261070
Tarakan	Jl Aki Balak RT 03, Kelurahan Juata Kerikil, Kec Tarakan Utara Kota Tarakan	(0551) 51778 / 51779
Kantor Perwakilan Contact Offices		
Batu Licin	Jl. Raya Batulicin RT 17 RW 03 No 109 Kec. Batulicin, Kalimantan Selatan 72171.	(0518) 71788
GAM Site Support	Jl. Soekarno Hatta RT. 02 Dusun Kalimaya, Desa Sempayau, Kec. Sangkulirang, Kab. Kutai Timur, Kalimantan Timur 75684	-
Gorontalo	Jl Arif Rahman Hakim RT02 RW06, Kel. Pulubala, Kec. Kota Tengah, Gorontalo 96127	(0435) 828223

Lokasi Area	Alamat Address	Telepon Telephone
Kendari	Jl. Y. Wayong No 25 -26 By Pass Lepo-lepo, Kel. Wundudopi Kec. Baruga, Kendari, Sulawesi Tenggara 93116	(0401) 3139158 / 3139159
Kupang	Jl. Veteran Kel. Kelapa Lima, Kec. Kelapa Lima Kota Kupang	(0380) 832986
Merauke	Jl. Noari, Karang Indah 99614, Merauke	-
Morowali	Jl. Trans Sulawesi RRSL 00065, Desa / Kel IPI, Kec. Bungku Tengah, Kabupaten Morowali, Sulawesi Tengah, 94673	-
Palu	Jl. Soekarno Hatta, Tondo Mantikulore, Kel Tondo, Kec Palu Timur, Palu - Sulawesi Tengah 94119	(0451) - 423003
Sorong	Jl. Basuki Rahmat, km 8 Kota Sorong, Papua Barat Daya	(0951) 3131569
Weda	Dusun II, Desa Lelilef Waybulan, Kec. Weda Tengah, Kab. Halmahera Tengah, Maluku Utara.	(0431) 7005200 / 7005184 / 7005194

Wilayah Pertambangan Balikpapan dan Proyek
Mining Balikpapan and Project Areas

Proyek Pertambangan **Mining Projects**		
Adaro BUMA	Jl. Hauling Road KM.73 Paringin - Kalimantan Selatan 71611	(0813) 49743398
Adaro SIS	Hauling Road Adaro KM.76 Tanjung - Tabalong, Kalimantan Selatan 71571	(0811) 517892
Balikpapan Mining	Jl. Mulawarman No. 99 Batakan, Balikpapan Kalimantan Timur 76116.	(0542) 763020 / 763022
Bengalon	PT Darma Henwa Tbk, 8 Paso Timur Dulun Kelawitan, Dusun II Desa Sepaso Timur Kec. Bengalon, Kab. Kutai Timur 75618.	-
Berau	Jl. M Iswahyudi Km. 5, Kel. Rinding, Kec. Teluk Bayur, Kalimantan Timur 77135.	(0544) 2703110 / 2027208
Kideco PAMA & SIMS	Desa Batu Kajang, Kecamatan Batu Sopang, Kabupaten Pasir, Kalimantan Timur 76252.	-
Malinau	Warehouse Talang Camp Sidi KPUC - Coal Project Langap, Long Loreh, Kec. Malinau Selatan, Kab. Malinau, Kalimantan Utara	-
Melak	Jl. Sendawar Raya RT. 04 - Royoq, Kp. Sekolaq Oday, Kutai Barat, Kalimantan Timur 75313	(0545) 41788
Muara Bungo ATP	Tambang PT KIM Desa Tanjung Belit, Kecamatan Jujuhan, Jambi 76114	-
Muara Teweh	Jalan Muara Teweh - Kandui KM.7 No.59, RT.04B, RW.02, Kel. Jingah, Kec. Teweh Baru, Kab. Barito Utara	-
Pani Gold Project	Dusun Melati Desa Marisa Utara Kec. Marisa Kab. Pohuwato Prov. Gorontalo, Indonesia 96266	0852-4762-7055
Samarinda Mining	Jl. Cipto Mangunkusumo No. 19 Kel. Sungai Kunjang - Samarinda, Kalimantan Timur 75131.	(0541) 261608 / 261070
Sangatta	KPC Project Sangatta, Tango Delta - Sangatta, Kutai Timur, Kalimantan Timur 75387	(0549) 21524 / 521259
Sorowako Vale	Bontsora Area, Vale Project Sorowako - Plant Site Sorowako, Kab. Luwu Timur Sulawesi Selatan 92984	(021) 5249100 ext. 5786
Sumbawa AMNT	Amman Mineral Nusa Tenggara Project, Workshop Shovel & Drill PT AMNT, Sekongkang, Sumbawa Barat	-
Toka Tindung	Supported by Pani Gold Project	-
Wetar	Desa Lurang, Kec. Wetar Utara, Kab. Maluku Barat Daya, Provinsi Maluku	-
Fasilitas Lainnya **Other Facilities**		
Balikpapan Remanufacturing	Jl. Mulawarman No. 99 Batakan, Balikpapan 76116.	(0542) 760320 / 760322
Balikpapan Training Center	Jl. Jend. Sudirman No. 20 RT 45 Balikpapan 76114.	(0542) 765764
Samarinda Welding	Jl. Cipto Mangunkusumo No. 19 Kel. Sungai Kunjang - Samarinda, Kalimantan Timur 75131.	(0541) 261608
Sangatta Welding	KPC Project Sangatta, Tango Delta - Sangatta, Kutai Timur, Kalimantan Timur 75387	(0549) 21524 / 521259
Jakarta Training Center	Kawasan Industri Pulo Gadung - Jl. Pulo Kambing II Kav. I-II No. 33, Jakarta Timur, Jakarta 13930	(021) 4611688


HITACHI
ZX
350

Jaringan Kantor [C.3][2.1]
Office Network



Alamat Kantor
Office Address

Kantor Pusat | Head Office
Kawasan Industri Pulo Gadung
(Jakarta Industrial Estate Pulo Gadung)
Jl. Pulo Kambing II Kav. I-II No.33
Jakarta 13930

Telepon | Telephone : 021-4611688

Kantor Cabang
Branch Offices

1. Banda Aceh
2. Medan
3. Pekanbaru
4. Jambi
5. Padang
6. Palembang
7. Pontianak
8. Jakarta
9. Bandung
10. Surabaya
11. Banjarmasin
12. Balikpapan
13. Sampit
14. Samarinda
15. Tarakan
16. Makassar
17. Jayapura
18. Manado

Kantor Proyek Pertambangan
Mining Project Offices

1. Adaro
2. Pani
3. Muara Bungo ATP
4. Bengalon
5. Berau
6. Wetar
7. Kideco PAMA & SIMS
8. Malinau
9. Melak
10. Sumbawa AMNT
11. Samarinda Mining
12. Sangatta
13. Muara Teweh
14. Balikpapan Mining
15. Sorowako Vale

Jaringan operasional Perseroan mencakup 18 kantor cabang, 18 kantor perwakilan, 15 kantor proyek pertambangan, serta 5 fasilitas lainnya yang tersebar di berbagai wilayah di Indonesia.

The Company's operational network comprises 18 branch offices, 18 representative offices, 15 mining project offices, and 5 other facilities, distributed across various regions in Indonesia.



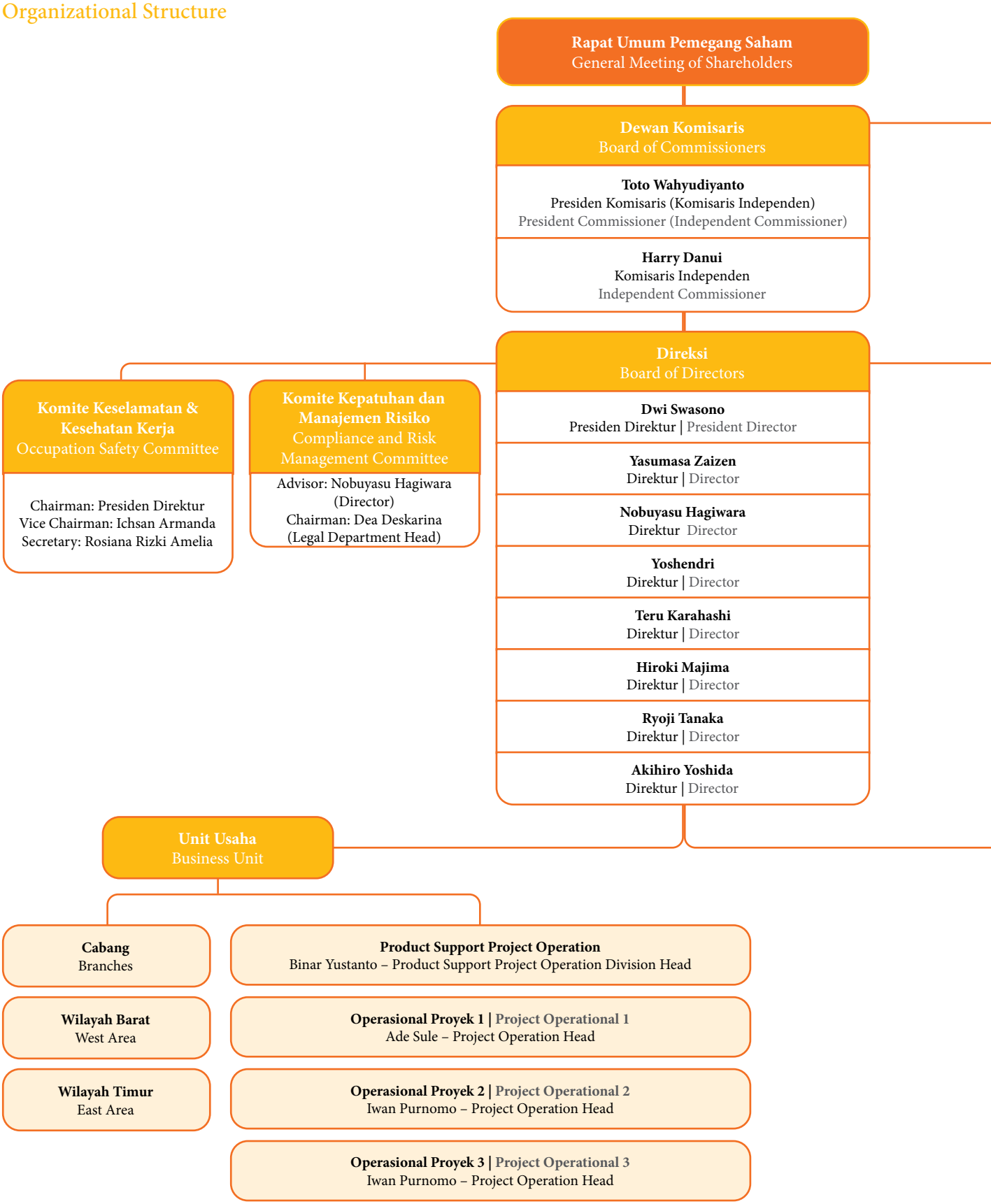
Kantor Perwakilan
Contact Offices

1. Tanjung Pandan
2. Pangkalpinang
3. Cilegon
4. Ketapang
5. Bandar Lampung
6. Semarang
7. Muara Enim
8. Sungai Baung *Site Office*
9. Palu
10. Kupang
11. Batu Licin
12. Kendari
13. Morowali
14. Gorontalo
15. Weda
16. GAM Site Support
17. Sorong
18. Merauke

Fasilitas Lainnya
Other Facilities

1. Balikpapan Remanufacturing
2. Balikpapan Training Center
3. Samarinda Welding
4. Jakarta Training Center
5. Sangatta Welding

Struktur Organisasi
Organizational Structure



Komite Audit
Audit Committee

Harry Danui
Ketua | Chairman

Bambang Dewandaru
Anggota | Member

Junarto Tjahjadi
Anggota | Member

Sekretaris Perusahaan
Corporate Secretary

Listiana A. Kurniawati

Audit Internal
Internal Audit

Muhammad Thamrin

Unit Usaha
Business Unit

Human Capital Division
Zahirman - Division Head
Thomas Cahyono – Deputy Division Head

Finance & Credit Division
Maruyama Ryoichi - Division Head
Agus Sudarsono – Finance Deputy Division Head
Rachmat Andri K – Credit Deputy Division Head

IT & Corporate Strategic Management Division
Zahirman – Division Head

General Sales Support Division
Eiji Kimura – Division Head
Dedih Ifandi – Deputy Division Head
Catur B. Riyadi – Deputy Division Head

Sales Admin Division
Eiji Kimura – Division Head
Felix Simatupang – Deputy Division Head

Mining Sales Division
Darrel Wolf – Division Head
Sannomiya Naoto – Deputy Division Head

Product Support Division
Sudarsono – Division Head
Rikiya Munekata – Deputy Division Head

Training Center Division
Syamsul Ariefin – Division Head

Parts Division
Shinya Tahata – Division Head

Parts & Service Sales Support Division
M. Nasir – Division Head



YOSHENDRI
Direktur
Director

DWI SWASONO
Presiden Direktur
President Director



NOBUYASU HAGIWARA
Direktur
Director

KOJI SATO*
Direktur
Director

TERU KARAHASHI
Direktur
Director

Profil Direksi [2-9]
Board of Directors' Profile

DWI SWASONO

Presiden Direktur
President Director



Usia | Age

55 Tahun
55 Years Old

Kewarganegaraan | Citizenship

Warga Negara Indonesia
Indonesian citizen

Domisili | Domicille

Bekasi

Dasar Pengangkatan | Basis of Appointment

Diangkat sebagai Presiden Direktur Perseroan untuk periode pertama berdasarkan Keputusan RUPST tanggal 16 September 2025 dengan masa jabatan hingga penutupan RUPST 1 (satu) tahun berikutnya.
He was appointed as President Director of the Company for his first term based on the resolution of the Annual General Meeting of Shareholders (AGMS) held on September 16, 2025, with a term of office until the closing of the next AGMS.

Riwayat Pendidikan | Education Background

Teknik Mesin Kelautan, Politeknik Pembangunan Kapal, Institut Teknologi Sepuluh Nopember, Surabaya.
He holds a degree in Marine Engineering from the Shipbuilding Development Polytechnic, Institut Teknologi Sepuluh Nopember (ITS), Surabaya.

Riwayat Pekerjaan | Career History

Beliau memulai karier di Perseroan pada tahun 1993 sebagai mekanik di beberapa cabang dan proyek selama kurang lebih 2 (dua) tahun hingga diangkat sebagai Staf Teknik di Kantor Pusat pada tahun 1995. Selain itu, beliau juga pernah menjabat sebagai Kepala Cabang Jakarta (2008) serta Kepala Divisi *Parts & Service* (2014).
He began his career with the Company in 1993 as a mechanic and served at several branches and project sites for approximately two years before being appointed as a Technical Staff member at the Head Office in 1995. He subsequently held several key positions, including Head of the Jakarta Branch (2008) and Head of the Parts & Service Division (2014).

Rangkap Jabatan | Concurrent Positions

Saat ini, beliau tidak memiliki rangkap jabatan pada perusahaan lain.
He currently holds no concurrent positions at other companies.

Hubungan Afiliasi | Affiliation Relationship

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi, maupun Pemegang Saham Pengendali Perseroan.
Has no affiliated relationship with any member of the Board of Commissioners, the Board of Directors, or the Company's Controlling Shareholder.

KOJI SATO*

Direktur
Director



Usia | Age

55 Tahun
55 Years Old

Kewarganegaraan | Citizenship

Warga Negara Jepang
Japanese citizen

Domisili | Domicille

Jakarta (Sementara / Temporary)

Dasar Pengangkatan | Basis of Appointment

Diangkat sebagai Direktur Perseroan untuk periode pertama berdasarkan keputusan RUPSLB tanggal 19 Mei 2026 dengan masa jabatan hingga penutupan RUPST 2026.
Appointed as Director of the Company for the first term based on the resolution of the Extraordinary General Meeting of Shareholders (EGMS) dated 19 May 2026, with a term of office until the 2026 AGMS.

Riwayat Pendidikan | Education Background

Bachelor of Merchant Marine Engineering, Tokyo University of Mercantile Marine (1993).
Bachelor of Merchant Marine Engineering, Tokyo University of Mercantile Marine (1993).

Riwayat Pekerjaan | Career History

Sebelum bergabung dengan Perseroan, beliau memulai kariernya di Hitachi Construction Machinery Co., Ltd. pada tahun 1993. Selama lebih dari tiga dekade berkarier, beliau telah menduduki berbagai posisi strategis, antara lain sebagai Staff, *Kyushu Branch, Fukuoka Office Service Supervisor Customer Support* (1993–2001); *Assistant Manager, West Japan Business Division, Service Department* (2001–2005); *Assistant Manager, GO Project, Business Process Innovation Division* (2005–2007); *Manager, GO Project, Business Process Innovation Division* (2007–2010); *Manager, Service Support Department, Customer Support Division* (2010–2016); *Product Support Director, Asia Business Division, Marketing Group*, yang diperbantukan ke PT Hexindo Adiperkasa Tbk, Indonesia (2016–2022); serta *Senior Office General Manager, Customer Support Division, Spare Parts & Service Business Unit,* Hitachi Construction Machinery Headquarters, Jepang (2022–2026).
Prior to joining the Company, he began his career at Hitachi Construction Machinery Co., Ltd. in 1993. Over more than three decades of professional experience, he held various strategic positions, including Staff, Kyushu Branch, Fukuoka Office Service Supervisor Customer Support (1993–2001); Assistant Manager, West Japan Business Division, Service Department (2001–2005); Assistant Manager, GO Project, Business Process Innovation Division (2005–2007); Manager, GO Project, Business Process Innovation Division (2007–2010); Manager, Service Support Department, Customer Support Division (2010–2016); Product Support Director, Asia Business Division, Marketing Group, seconded to PT Hexindo Adiperkasa Tbk, Indonesia (2016–2022); and Senior Office General Manager, Customer Support Division, Spare Parts & Service Business Unit, Hitachi Construction Machinery Headquarters, Japan (2022–2026).

Rangkap Jabatan | Concurrent Positions

Saat ini, beliau tidak memiliki rangkap jabatan pada perusahaan lain.
He currently holds no concurrent positions at other companies.

Hubungan Afiliasi | Affiliation Relationship

Memiliki hubungan afiliasi dengan Pemegang Saham Pengendali Perseroan, namun tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris maupun Direksi.
Has an affiliated relationship with the Company's Controlling Shareholder but has no affiliated relationship with any member of the Board of Commissioners or the Board of Directors.

*Menjabat sebagai Direktur Perseroan sejak 19 Mei 2026.
*Has served as Director of the Company since 19 May 2026.

NOBUYASU HAGIWARA

Direktur
Director

Usia | Age

52 Tahun
52 Years Old

Kewarganegaraan | Citizenship

Warga Negara Jepang
Japanese Citizen

Domisili | Domicille

Jakarta (Sementara / Temporary)

Dasar Pengangkatan | Basis of Appointment

Diangkat sebagai Direktur Perseroan untuk periode pertama berdasarkan keputusan RUPSLB tanggal 24 Mei 2023 dan diangkat kembali untuk jabatan yang sama pada RUPST tanggal 16 September 2025 dengan masa jabatan hingga penutupan RUPST 1 (satu) tahun berikutnya.
First appointed as a Director of the Company based on the resolution of the Extraordinary General Meeting of Shareholders (EGMS) held on May 24, 2023, and was reappointed to the same position at the Annual General Meeting of Shareholders (AGMS) on September 16, 2025, with a term of office until the closing of the next AGMS.

Riwayat Pendidikan | Education Background

Bachelor of Engineering, Yokohama National University (1996).
Bachelor of Engineering degree from Yokohama National University (1996).

Riwayat Pekerjaan | Career History

Sebelum bergabung dengan Perseroan, beliau memulai karirnya di Itochu Corporation pada tahun 1996 sebagai *Business Staff*. Selanjutnya, beliau dipercaya untuk menduduki berbagai posisi manajerial strategis, antara lain sebagai *Deputy Manager, Construction Machinery Section No. 3, Construction Machinery Department,* Itochu Corporation, Tokyo, Jepang (2011); *Marketing Manager*, KENT, Ashgabat, Turkmenistan (2015); *Manager, Construction Machinery Section No. 3, Construction Machinery Department*, Itochu Corporation, Tokyo, Jepang (2017); *Manager, Construction Machinery Section, Construction Machinery & Industrial Machinery Department*, Itochu Corporation, Tokyo, Jepang (2018); serta *General Manager,* Itochu Corporation Nairobi Liaison Office, Nairobi, Kenya (2019).
Prior to joining the Company, he began his career at Itochu Corporation in 1996 as a Business Staff member. He subsequently held various strategic managerial positions, including Deputy Manager, Construction Machinery Section No. 3, Construction Machinery Department, Itochu Corporation, Tokyo, Japan (2011); Marketing Manager, KENT, Ashgabat, Turkmenistan (2015); Manager, Construction Machinery Section No. 3, Construction Machinery Department, Itochu Corporation, Tokyo, Japan (2017); Manager, Construction Machinery Section, Construction Machinery & Industrial Machinery Department, Itochu Corporation, Tokyo, Japan (2018); and General Manager, Itochu Corporation Nairobi Liaison Office, Nairobi, Kenya (2019).

Rangkap Jabatan | Concurrent Positions

Saat ini, beliau memiliki rangkap jabatan pada perusahaan lain.
He currently holds concurrent positions in other companies.

Hubungan Afiliasi | Affiliation Relationship

Memiliki hubungan afiliasi dengan Pemegang Saham Pengendali Perseroan, namun tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris maupun Direksi.
Has an affiliated relationship with the Company's Controlling Shareholder but has no affiliated relationship with any member of the Board of Commissioners or the Board of Directors.



TERU KARAHASHI

Direktur
Director



Usia | Age

53 Tahun
53 Years Old

Kewarganegaraan | Citizenship

Warga Negara Jepang
Japanese Citizen

Domisili | Domicille

Jakarta (Sementara / Temporary)

Dasar Pengangkatan | Basis of Appointment

Diangkat sebagai Direktur Perseroan untuk periode pertama berdasarkan keputusan RUPSLB tanggal 22 Juni 2022 dan diangkat kembali untuk jabatan yang sama pada RUPST tanggal 16 September 2025 dengan masa jabatan hingga penutupan RUPST 1 (satu) tahun berikutnya.
First appointed as a Director of the Company based on the resolution of the Extraordinary General Meeting of Shareholders (EGMS) held on June 22, 2022, and was reappointed to the same position at the Annual General Meeting of Shareholders (AGMS) on September 16, 2025, with a term of office until the closing of the next AGMS.

Riwayat Pendidikan | Education Background

Osaka Prefectural Seijo Technical.
Osaka Prefectural Seijo Technical School.

Riwayat Pekerjaan | Career History

Sebelum bergabung dengan Perseroan, beliau memulai karir di (HCM) Jepang pada tahun 1991 di *Service Department*, Kansai *Regional Branch Office* dan telah menempati berbagai posisi penting antara lain *Deputy General Manager* HCM Shanghai (2000); Direktur SHCM Service Co., Ltd. Thailand (2008); serta *Manager (Group Leader) Service Planning Group, Technical Support Department, HCM Life Cycle Support Operations Division*
Before joining the Company, he began his career with Hitachi Construction Machinery Co., Ltd. (HCM), Japan, in 1991 in the Service Department at the Kansai Regional Branch Office. Throughout his career, he held various key positions, including Deputy General Manager of HCM Shanghai (2000), Director of SHCM Service Co., Ltd., Thailand (2008), and Manager (Group Leader) of the Service Planning Group, Technical Support Department, HCM Life Cycle Support Operations Division.

Rangkap Jabatan | Concurrent Positions

Saat ini, beliau tidak memiliki rangkap jabatan pada perusahaan lain.
He currently holds no concurrent positions at other companies.

Hubungan Afiliasi | Affiliation Relationship

Memiliki hubungan afiliasi dengan Pemegang Saham Pengendali Perseroan, namun tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris maupun Direksi.
Has an affiliated relationship with the Company's Controlling Shareholder but has no affiliated relationship with any member of the Board of Commissioners or the Board of Directors.

YOSHENDRI

Direktur
Director



Usia | Age

57 Tahun
57 Years Old

Kewarganegaraan | Citizenship

Warga Negara Indonesia
Indonesian Citizen

Domisili | Domicille

Jakarta

Dasar Pengangkatan | Basis of Appointment

Diangkat sebagai Direktur Perseroan untuk periode pertama berdasarkan keputusan RUPST tanggal 18 September 2020 dan diangkat kembali untuk jabatan yang sama pada RUPST tanggal 16 September 2025 dengan masa jabatan hingga penutupan RUPST 1 (satu) tahun berikutnya.
First appointed as a Director of the Company based on the resolution of the Annual General Meeting of Shareholders (AGMS) held on September 18, 2020, and was reappointed to the same position at the AGMS held on September 16, 2025, with a term of office until the closing of the next AGMS.

Riwayat Pendidikan | Education Background

Sarjana dari Fakultas Ekonomi, Universitas Sumatera Utara, Medan.
Bachelor's degree in Economics from the Faculty of Economics, University of North Sumatra, Medan.

Riwayat Pekerjaan | Career History

Beliau memulai karier di Perseroan pada tahun 1997 sebagai Staf *Finance* di Cabang Medan. Seiring waktu, beliau dipercaya untuk mengemban berbagai posisi strategis, antara lain sebagai Kepala Departemen *Finance* & *Treasury* di Kantor Pusat pada (2013 - 2015) dan Kepala Divisi Keuangan.
He began his career with the Company in 1997 as a Finance Staff member at the Medan Branch. Over the years, he was entrusted with various strategic positions, including Head of the Finance & Treasury Department at the Head Office (2013–2015) and Head of the Finance Division (2015–2020).

Rangkap Jabatan | Concurrent Positions

Saat ini, beliau tidak memiliki rangkap jabatan pada perusahaan lain.
He currently holds no concurrent positions at other companies.

Hubungan Afiliasi | Affiliation Relationship

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi, maupun Pemegang Saham Pengendali Perseroan.
Has no affiliated relationship with any member of the Board of Commissioners, the Board of Directors, or the Company's Controlling Shareholder.

HIROKI MAJIMA

Direktur Nonresiden
Non-Resident Director



Usia | Age

47 Tahun
47 Years Old

Kewarganegaraan | Citizenship

Warga Negara Jepang
Japanese Citizen

Domisili | Domicille

Jepang
Japan

Dasar Pengangkatan | Basis of Appointment

Diangkat sebagai Direktur Perseroan untuk periode pertama berdasarkan keputusan RUPST tanggal 26 September 2023 dan diangkat kembali untuk jabatan yang sama pada RUPST tanggal 16 September 2025 dengan masa jabatan hingga penutupan RUPST 1 (satu) tahun berikutnya.
First appointed as a Director of the Company based on the resolution of the Annual General Meeting of Shareholders (AGMS) held on September 26, 2023, and was reappointed to the same position at the AGMS held on September 16, 2025, with a term of office until the closing of the next AGMS.

Riwayat Pendidikan | Education Background

Gakushuin University (2001)
Gakushuin University in 2001

Riwayat Pekerjaan | Career History

Sebelum bergabung dengan Perseroan, beliau mengawali karirnya di Biprogy Inc. (sebelumnya bernama Nihon Unisys Co., Ltd.) pada tahun 2002. Pada tahun 2006, beliau bergabung dengan Hitachi Construction Machinery Trading Co., Ltd. di *Accounting Department* hingga menjabat sebagai *Manager*. Pada tahun 2016, beliau bergabung dengan Hitachi Construction Machinery Co., Ltd. (HCM) Jepang dan menjabat sebagai *Manager* (2018), kemudian dipromosikan sebagai *Director* di HCM Thailand hingga saat ini.
Before joining the Company, he began his career at Biprogy Inc. (formerly Nihon Unisys Co., Ltd.) in 2002. In 2006, he joined Hitachi Construction Machinery Trading Co., Ltd. in the Accounting Department, where he advanced to the position of Manager. In 2016, he joined Hitachi Construction Machinery Co., Ltd. (HCM), Japan, and served as Manager from 2018. He was subsequently promoted to Director of HCM Thailand, a position he continues to hold.

Rangkap Jabatan | Concurrent Positions

Saat ini, beliau tidak memiliki rangkap jabatan pada perusahaan lain.
He currently holds no concurrent positions at other companies.

Hubungan Afiliasi | Affiliation Relationship

Memiliki hubungan afiliasi dengan Pemegang Saham Pengendali Perseroan, namun tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris maupun Direksi.
Has an affiliated relationship with the Company's Controlling Shareholder but has no affiliated relationship with any member of the Board of Commissioners or the Board of Directors.

RYOJI TANAKA

Direktur Nonresiden
Non-Resident Director



Usia | Age

52 Tahun
52 Years Old

Kewarganegaraan | Citizenship

Warga Negara Jepang
Japanese citizen

Domisili | Domicille

Jepang
Japan

Dasar Pengangkatan | Basis of Appointment

Diangkat sebagai Direktur Perseroan untuk periode pertama berdasarkan keputusan RUPSLB tanggal 19 Juli 2024 dan diangkat kembali untuk jabatan yang sama pada RUPST tanggal 16 September 2025 dengan masa jabatan hingga penutupan RUPST 1 (satu) tahun berikutnya.
First appointed as a Director of the Company based on the resolution of the Extraordinary General Meeting of Shareholders (EGMS) held on July 19, 2024, and was reappointed to the same position at the Annual General Meeting of Shareholders (AGMS) held on September 16, 2025, with a term of office until the closing of the next AGMS.

Riwayat Pendidikan | Education Background

Hosei University of Social Sciences (1996).
Faculty of Social Sciences, Hosei University, in 1996.

Riwayat Pekerjaan | Career History

Sebelum bergabung dengan Perseroan, beliau memulai karier di Hitachi Construction Machinery Co., Ltd. Jepang pada April 1996, kemudian pada September tahun yang sama ditugaskan di *Sales Department*, Tokyo *Regional Office*. Selanjutnya, beliau menempati berbagai posisi penting antara lain sebagai *Manager Sales Planning Department* HCM Jepang (2017), *Director* Hitachi Construction Machinery Asia and Pacific Pte Ltd (2019), *Managing Director* Hitachi Construction Machinery (Malaysia) Sdn. Bhd. (2020), serta *General Manager Sales* & *Marketing* II Department, HCM Jepang (2024).
Before joining the Company, he began his career with Hitachi Construction Machinery Co., Ltd. (HCM), Japan, in April 1996. In September of the same year, he was assigned to the Sales Department at the Tokyo Regional Office. Throughout his career, he has held various key positions, including Manager of the Sales Planning Department at HCM Japan (2017), Director of Hitachi Construction Machinery Asia and Pacific Pte. Ltd. (2019), and Managing Director of Hitachi Construction Machinery (Malaysia) Sdn. Bhd. (2020), and General Manager of Sales & Marketing II Department at HCM Japan (2024).

Rangkap Jabatan | Concurrent Positions

Saat ini, beliau tidak memiliki rangkap jabatan pada perusahaan lain.
He currently holds no concurrent positions at other companies.

Hubungan Afiliasi | Affiliation Relationship

Memiliki hubungan afiliasi dengan Pemegang Saham Pengendali Perseroan, namun tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris maupun Direksi.
Has an affiliated relationship with the Company's Controlling Shareholder but has no affiliated relationship with any member of the Board of Commissioners or the Board of Directors.

JUNJI FUKAGAWA*

Direktur Nonresiden
Non-Resident Director



Usia | Age

44 Tahun
44 Years Old

Kewarganegaraan | Citizenship

Warga Negara Jepang
Japanese Citizen

Domisili | Domicille

Jepang
Japan

Dasar Pengangkatan | Basis of Appointment

Diangkat sebagai Direktur Perseroan untuk periode pertama berdasarkan keputusan RUPSLB tanggal 19 Mei 2026 dengan masa jabatan hingga penutupan RUPST 2026.
Appointed as Director of the Company for the first term based on the resolution of the Extraordinary General Meeting of Shareholders (EGMS) dated 19 May 2026, with a term of office until the 2026 AGMS.

Riwayat Pendidikan | Education Background

Meiji University (2005)
Meiji University (2005)

Riwayat Pekerjaan | Career History

Sebelum bergabung dengan Perseroan, beliau memulai kariernya di Hitachi Construction Machinery Co., Ltd. pada tahun 2005. Dalam perjalanan kariernya, beliau telah menduduki berbagai posisi strategis, antara lain sebagai *Sales Manager*, Kanto *Central Branch* Tokyo *Integrated Sales Office* (2010); *Office Manager*, Tokyo West Office, Hitachi Construction Machinery Japan Co., Ltd. (2015); *Assistant Manager, Sales Planning Department,* Hitachi Construction Machinery Japan Co., Ltd. (2019); *Manager*, *Global Marketing Division*, Hitachi Construction Machinery Co., Ltd. (2022); *Director and President of Marketing*, Hitachi Construction Machinery Asia and Pacific Pte. Ltd. (2023); serta *Managing Director*, Hitachi Construction Machinery Asia and Pacific Pte. Ltd. (2026–sekarang).
Prior to joining the Company, he began his career at Hitachi Construction Machinery Co., Ltd. in 2005. Throughout his professional journey, he has held various strategic positions, including Sales Manager, Kanto Central Branch Tokyo Integrated Sales Office (2010); Office Manager, Tokyo West Office, Hitachi Construction Machinery Japan Co., Ltd. (2015); Assistant Manager, Sales Planning Department, Hitachi Construction Machinery Japan Co., Ltd. (2019); Manager, Global Marketing Division, Hitachi Construction Machinery Co., Ltd. (2022); Director and President of Marketing, Hitachi Construction Machinery Asia and Pacific Pte. Ltd. (2023); and Managing Director, Hitachi Construction Machinery Asia and Pacific Pte. Ltd. (2026–present).

Rangkap Jabatan | Concurrent Positions

Saat ini, beliau memiliki rangkap jabatan pada perusahaan lain.
He currently holds concurrent positions in other companies.

Hubungan Afiliasi | Affiliation Relationship

Memiliki hubungan afiliasi dengan Pemegang Saham Pengendali Perseroan, namun tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris maupun Direksi.
Has an affiliated relationship with the Company's Controlling Shareholder but has no affiliated relationship with any member of the Board of Commissioners or the Board of Directors.

*Menjabat sebagai Direktur Perseroan sejak 19 Mei 2026.
*Has served as Director of the Company since 19 May 2026.

YASUMASA ZAIZEN*

Direktur
Director

Usia | Age

56 Tahun
56 Years Old

Kewarganegaraan | Citizenship

Warga Negara Jepang
Japanese citizen

Domisili | Domicille

Jakarta (Sementara / Temporary)

Dasar Pengangkatan | Basis of Appointment

Diangkat sebagai Direktur Perseroan untuk periode pertama berdasarkan keputusan RUPSLB tanggal 31 Mei 2021 dan diangkat kembali untuk jabatan yang sama pada RUPST tanggal 16 September 2025 dengan masa jabatan hingga penutupan RUPST 1 (satu) tahun berikutnya.
First appointed as a Director of the Company based on the resolution of the Extraordinary General Meeting of Shareholders (EGMS) held on May 31, 2021, and was reappointed to the same position at the Annual General Meeting of Shareholders (AGMS) on September 16, 2025, with a term of office until the closing of the next AGMS.

Riwayat Pendidikan | Education Background

Kindai University (1994).
Kindai University in 1994.

Riwayat Pekerjaan | Career History

Sebelum bergabung dengan Perseroan, beliau memiliki pengalaman lebih dari 28 tahun di Hitachi Construction Machinery Co., Ltd. (HCM) Jepang dan pernah menjabat sebagai *General Manager Mining Sales and Service Division*.
Before joining the Company, he had more than 28 years of experience with Hitachi Construction Machinery Co., Ltd. (HCM), Japan, where he previously served as General Manager of the Mining Sales and Service Division.

Rangkap Jabatan | Concurrent Positions

Saat ini, beliau memiliki rangkap jabatan pada perusahaan lain.
He currently holds concurrent positions in other companies.

Hubungan Afiliasi | Affiliation Relationship

Memiliki hubungan afiliasi dengan Pemegang Saham Pengendali Perseroan, namun tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris maupun Direksi.
Has an affiliated relationship with the Company's Controlling Shareholder but has no affiliated relationship with any member of the Board of Commissioners or the Board of Directors.

*Tidak lagi menjabat sebagai Direktur Perseroan terhitung sejak 19 Mei 2026.
*No longer served as the Company's Director effective as of May 19, 2025.



AKIHIRO YOSHIDA*

Direktur Nonresiden
Non-Resident Director



Usia | Age

50 Tahun
50 Years Old

Kewarganegaraan | Citizenship

Warga Negara Jepang
Japanese citizen

Domisili | Domicille

Jepang
Japan

Dasar Pengangkatan | Basis of Appointment

Diangkat sebagai Direktur Perseroan untuk periode pertama berdasarkan keputusan RUPSLB tanggal 19 Juli 2024 dan diangkat kembali untuk jabatan yang sama pada RUPST tanggal 16 September 2025 dengan masa jabatan hingga penutupan RUPST 1 (satu) tahun berikutnya.
First appointed as a Director of the Company based on the resolution of the Extraordinary General Meeting of Shareholders (EGMS) held on July 19, 2024, and was reappointed to the same position at the Annual General Meeting of Shareholders (AGMS) held on September 16, 2025, with a term of office until the closing of the next AGMS.

Riwayat Pendidikan | Education Background

Toyo University of Mechanical Engineering (1998).
Mechanical Engineering from Toyo University in 1998.

Riwayat Pekerjaan | Career History

Sebelum bergabung dengan Perseroan, beliau memulai karir di Hitachi Construction Machinery Co., Ltd. Jepang pada April 1998 dan pernah menduduki berbagai posisi strategis antara lain sebagai *Product Support Department* - Kansai *Regional Office* (1999); *Assistant Manager Dealer Support Department* (2010); *Senior Manager* (2013) dan *Director* (2017) di Hitachi Construction Machinery (Malaysia) Sdn. Bhd; *Manager Marketing Division* (2019) dan *General Manager CS Planning* (2021) di Hitachi Construction Machinery Co., Ltd.); serta *Managing Director* di Hitachi Construction Machinery Asia and Pacific Pte. Ltd. (2024).
Before joining the Company, he began his career with Hitachi Construction Machinery Co., Ltd. (HCM), Japan, in April 1998. Throughout his career, he has held various strategic positions, including Product Support Department, Kansai Regional Office (1999); Assistant Manager, Dealer Support Department (2010); Senior Manager (2013) and Director (2017) at Hitachi Construction Machinery (Malaysia) Sdn. Bhd.; Manager, Marketing Division (2019) and General Manager, CS Planning (2021) at Hitachi Construction Machinery Co., Ltd.; and Managing Director of Hitachi Construction Machinery Asia and Pacific Pte. Ltd. (2024).

Rangkap Jabatan | Concurrent Positions

Saat ini, beliau memiliki rangkap jabatan pada perusahaan lain.
He currently holds concurrent positions in other companies.

Hubungan Afiliasi | Affiliation Relationship

Memiliki hubungan afiliasi dengan Pemegang Saham Pengendali Perseroan, namun tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris maupun Direksi.
Has an affiliated relationship with the Company's Controlling Shareholder but has no affiliated relationship with any member of the Board of Commissioners or the Board of Directors.

*Tidak lagi menjabat sebagai Direktur Perseroan terhitung sejak 19 Mei 2026.
*No longer served as the Company's Director effective as of May 19, 2025.

IR. DJONGGI TP. GULTOM*

Presiden Direktur
President Director



Usia | Age

64 Tahun
64 Years Old

Kewarganegaraan | Citizenship

Warga Negara Indonesia
Indonesian citizen

Domisili | Domicille

Jakarta

Dasar Pengangkatan | Basis of Appointment

Diangkat sebagai Presiden Direktur Perseroan untuk periode pertama berdasarkan keputusan RUPST tanggal 27 September 2019 dan diangkat kembali untuk jabatan yang sama pada RUPST tanggal 24 September 2024 dengan masa jabatan hingga penutupan RUPST 1 (satu) tahun berikutnya.
He was appointed as the President Director of the Company for his first term pursuant to the resolution of the AGMS dated September 27, 2019, and was reappointed to the same position at the AGMS on September 24, 2024, with a term of office ending at the close of the next AGMS held 1 (one) year thereafter.

Riwayat Pendidikan | Education Background

Sarjana Teknik Mesin dari Universitas Indonesia (1987)
Bachelor's degree in Mechanical Engineering from the University of Indonesia (1987)

Riwayat Pekerjaan | Career History

Sebelum bergabung dengan Perseroan pada tahun 1994, beliau pernah menjabat sebagai *Branch Manager* di Makassar, Balikpapan, dan Surabaya. Selanjutnya, beliau dipercaya mengemban peran sebagai *General Manager Regional* I Sumatera (2005-2009), *General Manager National Sales and Marketing* (2009-2011), serta Direktur Perseroan (2011-2019).
Prior to joining the Company in 1994, he served as Branch Manager in Makassar, Balikpapan, and Surabaya. He later held several key positions including General Manager of Regional I Sumatra (2005-2009), General Manager of National Sales and Marketing (2009-2011), and Director of the Company (2011-2019).

Rangkap Jabatan | Concurrent Positions

Saat ini, beliau tidak memiliki rangkap jabatan pada perusahaan lain.
He currently holds no concurrent positions at other companies.

Hubungan Afiliasi | Affiliation Relationship

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi, maupun Pemegang Saham Pengendali Perseroan.
Has no affiliated relationship with any member of the Board of Commissioners, the Board of Directors, or the Company's Controlling Shareholder.

*Tidak lagi menjabat sebagai Presiden Direktur Perseroan terhitung sejak 16 September 2025.
*No longer served as the Company's President Director effective as of September 16, 2025.



Profil Dewan Komisaris [2-9]
Board of Directors' Profile

Drs. TOTO WAHYUDIYANTO



Presiden Komisaris (Komisaris Independen)
President Commissioner (Independent Commissioner)

Usia | Age

76 Tahun
76 Years Old

Kewarganegaraan | Citizenship

Warga Negara Indonesia
Indonesian citizen

Domisili | Domicille

Jakarta

Dasar Pengangkatan | Basis of Appointment

Diangkat sebagai Presiden Komisaris (Komisaris Independen) Perseroan untuk periode pertama berdasarkan keputusan RUPST tanggal 18 September 2020 dan diangkat kembali untuk jabatan yang sama pada RUPST tanggal 26 September 2023 dengan masa jabatan hingga penutupan RUPST 3 (satu) tahun berikutnya.
He was first appointed as the President Commissioner (Independent Commissioner) of the Company pursuant to the resolution of the AGMS on September 18, 2020, and was reappointed to the same position at the AGMS on September 26, 2023, with a term of office ending at the close of the next AGMS held 3 (three) years thereafter.

Riwayat Pendidikan | Education Background

Master of Business Administration, Washington International University, Amerika Serikat.
Master of Business Administration degree from Washington International University, United States.

Riwayat Pekerjaan | Career History

Sebelum bergabung dengan Perseroan, beliau memulai kariernya di PT Star Motor Indonesia pada tahun 1973 sebagai Chief Accountant. Selanjutnya, beliau bergabung dengan PT Teijin Indonesia Fiber Corporation Tbk (TIFICO) sebagai *Finance & Legal Manager* (1974–1982) dan melanjutkan karier di PT Tira Austenite dengan menduduki berbagai posisi strategis, mulai dari *Finance Manager, General Manager*, Direktur, hingga Presiden Direktur (1982–2008). Beliau juga dipercaya menjabat sebagai Presiden Direktur dan Presiden Komisaris di berbagai perusahaan, antara lain PT Alpha Austenite, PT Multi Guna Gas, PT Aneka Gas Industri, PT Maxima Performa Indonesia, dan PT Tata Wahana Sejahtera (TWS). Di bidang organisasi, beliau aktif di Asosiasi Emiten Indonesia (AEI) sebagai *Chairman for Community Development* (2005–2008) dan Vice Secretary General (2008–2020). Beliau bergabung dengan Perseroan sebagai Komisaris (2010–2020) dan Ketua Komite Audit (2014–2020). Sejak 2020, beliau menjabat sebagai Presiden Komisaris PT Hexindo Adiperkasa Tbk hingga saat ini.
Prior to joining the Company, he began his career at PT Star Motor Indonesia in 1973 as Chief Accountant. He subsequently joined PT Teijin Indonesia Fiber Corporation Tbk (TIFICO) as Finance & Legal Manager (1974–1982) and later held various strategic positions at PT Tira Austenite, progressing from Finance Manager and General Manager to Director and ultimately President Director (1982–2008). He also held positions as President Director and President Commissioner at several companies, including PT Alpha Austenite, PT Multi Guna Gas, PT Aneka Gas Industri, PT Maxima Performa Indonesia, and PT Tata Wahana Sejahtera (TWS). He was also active in the Indonesian Listed Companies Association (AEI), serving as Chairman for Community Development (2005–2008) and Vice Secretary General (2008–2020). He joined the Company as Commissioner (2010–2020) and served as Chairman of the Audit Committee (2014–2020). Since 2020, he has served as President Commissioner of PT Hexindo Adiperkasa Tbk.

Rangkap Jabatan | Concurrent Positions

Saat ini, beliau tidak memiliki rangkap jabatan pada perusahaan lain.
He currently holds no concurrent positions at other companies.

Hubungan Afiliasi | Affiliation Relationship

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi, maupun Pemegang Saham Pengendali Perseroan.
Has no affiliated relationship with any member of the Board of Commissioners, the Board of Directors, or the Company's Controlling Shareholder.

HARRY DANUI

Komisaris Independen
Independent Commissioner



Usia | Age

65 Tahun
65 Years Old

Kewarganegaraan | Citizenship

Warga Negara Indonesia
Indonesian citizen

Domisili | Domicille

Jakarta

Dasar Pengangkatan | Basis of Appointment

Diangkat sebagai Komisaris Perseroan untuk periode pertama berdasarkan keputusan RUPST tanggal 18 September 2020 dan diangkat kembali untuk jabatan yang sama pada RUPST tanggal 26 September 2023 dengan masa jabatan hingga penutupan RUPST 3 (satu) tahun berikutnya.
He was first appointed as a Commissioner of the Company pursuant to the resolution of the AGMS held on September 18, 2020, and was reappointed to the same position at the AGMS on September 26, 2023, with a term of office ending at the close of the next AGMS held 3 (three) years thereafter.

Riwayat Pendidikan | Education Background

Bachelor of Business Administration, Simon Fraser University, Kanada
Bachelor of Business Administration degree from Simon Fraser University, Canada.

Riwayat Pekerjaan | Career History

Sebelum bergabung dengan Perseroan, beliau memulai kariernya sebagai Manajer Keuangan Supitron Pramesti Group (1984–1990) dan PT Sun Hung Kai Securities Indonesia (1990–1993). Selanjutnya, beliau berkarier di PT Sigma Batara hingga menjabat sebagai *Operations Director* (1994–2000), kemudian melanjutkan karier sebagai *Operations Director* PT Standard Chartered Indonesia (1997), *Operations Director* PT DBS Vickers Securities Indonesia (2001–2002), Direktur Keuangan PT Gunung Agung Tbk (2002–2003), Direktur PT Efata Papua Airlines (2004–2007), Manajer Emirates Airlines (2009–2011), *Operations Director* PT RHB OSK Securities Indonesia (2011–2013), serta Direktur Keuangan dan Komisaris Independen PT Mahaka Media Tbk (2013–2022). Beliau juga menjabat sebagai Komisaris Independen (2016–2018) dan Wakil Direktur Utama (2018–2019) PT Paramita Bangun Sarana Tbk, Direktur PT Moladin Finance Indonesia (dahulu PT Procar Finance Indonesia) (2020–2023), serta Komisaris Independen PT Jaya Trishindo Tbk (2021–2023). Beliau menjabat sebagai Komisaris Independen Perseroan sejak 2003 dan, sejak 2024, juga sebagai Komisaris Utama PT Supra Sekuritas Indonesia dan PT BPR Hagati Wiradana Sejahtera.
Prior to joining the Company, he began his career as Finance Manager of Supitron Pramesti Group (1984–1990) and PT Sun Hung Kai Securities Indonesia (1990–1993). He subsequently held various positions at PT Sigma Batara, ultimately serving as Operations Director (1994–2000), before serving as Operations Director of PT Standard Chartered Indonesia (1997), Operations Director of PT DBS Vickers Securities Indonesia (2001–2002), Finance Director of PT Gunung Agung Tbk (2002–2003), Director of PT Efata Papua Airlines (2004–2007), Manager at Emirates Airlines (2009–2011), Operations Director of PT RHB OSK Securities Indonesia (2011–2013), and Finance Director and Independent Commissioner of PT Mahaka Media Tbk (2013–2022). He also served as Independent Commissioner (2016–2018) and Vice President Director (2018–2019) of PT Paramita Bangun Sarana Tbk, Director of PT Moladin Finance Indonesia (formerly PT Procar Finance Indonesia) (2020–2023), and Independent Commissioner of PT Jaya Trishindo Tbk (2021–2023). He has served as Independent Commissioner of the Company since 2003 and, since 2024, as President Commissioner of PT Supra Sekuritas Indonesia and PT BPR Hagati Wiradana Sejahtera.

Rangkap Jabatan | Concurrent Positions

Saat ini, beliau tidak memiliki rangkap jabatan pada perusahaan lain.
He currently holds no concurrent positions at other companies.

Hubungan Afiliasi | Affiliation Relationship

Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris, Direksi, maupun Pemegang Saham Pengendali Perseroan.
Has no affiliated relationship with any member of the Board of Commissioners, the Board of Directors, or the Company's Controlling Shareholder.

Informasi Tentang Saham dan Pemegang Saham
Information on Shareholders and Shareholders

KRONOLOGI PENERBITAN DAN/ATAU PENCATATAN SAHAM

Pada 13 Februari 1995, Perseroan mencatatkan sahamnya di Bursa Efek Indonesia (sebelumnya Bursa Efek Jakarta dan Bursa Efek Surabaya) dengan kode saham HEXA, sebanyak 10 juta lembar saham dengan nilai nominal Rp1.000 per saham dan harga penawaran sebesar Rp2.800 per saham. Selanjutnya, Perseroan melakukan Penawaran Umum Terbatas I sebanyak 42 juta lembar saham pada tahun 1998.

Dalam perjalanannya, Perseroan beberapa kali melakukan aksi korporasi yang membuat jumlah saham Perseroan yang diperdagangkan di bursa mengalami perubahan. Hingga akhir tahun buku 2025, Perseroan hanya mencatatkan sahamnya di Bursa Efek Indonesia dan tidak menerbitkan efek lain seperti obligasi, sukuk, atau obligasi konversi di bursa manapun. Berikut adalah rincian penerbitan dan/atau pencatatan saham Perseroan dari awal hingga akhir tahun buku 2025:

CHRONOLOGY OF SHARE ISSUANCE AND/OR LISTING

On February 13, 1995, the Company listed its shares on the Indonesia Stock Exchange (previously the Jakarta Stock Exchange and Surabaya Stock Exchange) under the stock code HEXA, consisting of 10 million shares with a par value of Rp1,000 per share and an offering price of Rp2,800 per share. Subsequently, the Company conducted a Limited Public Offering I of 42 million shares in 1998.

Throughout its history, the Company has undertaken several corporate actions that resulted in changes to the number of shares traded on the stock exchange. As of the end of fiscal year 2025, the Company only had its shares listed on the Indonesia Stock Exchange and did not issue any other securities such as bonds, sukuk, or convertible bonds on any stock exchange. The following are the details of the Company's share issuance and/or listing from its inception through the end of fiscal year 2025:

Kronologi Penerbitan dan/atau Pencatatan Saham
Chronology of Issuance and/or Listing of Shares

Tahun Buku Fiscal Year	Aksi Korporasi Corporate Action	Nilai Nominal (Rp) Nominal Value (Rp)	Jumlah Saham (Lembar) Number of Shares (Share)		Harga Penawaran (Rp) Offer Price (Rp)
			Sebelum Before	Sesudah After	
1994	Penawaran Umum Perdana Saham (IPO) Initial Public Offering (IPO)	1.000	10.000.000	42.000.000	1.000
1998	Penawaran Umum Terbatas (PUT) Limited Public Offering (LPO)	1.000	42.000.000	84.000.000	1.000
2000	Pemecahan Saham (1:2) Stock Split (1:2)	1.000	84.000.000	168.000.000	500
2004	Pemecahan Saham (1:5) Stock Split (1:5)	500	168.000.000	840.000.000	100

Adapun rincian kepemilikan saham Perseroan diuraikan pada tabeltabel berikut:

The details of the Company's share ownership are presented in the following tables:

Komposisi Pemegang Saham Perseroan
Composition of the Shareholders of the Company

Pemegang Saham Shareholders	1 April 2025 April 1, 2025		31 Maret 2025 Maret 31, 2025	
	Jumlah Saham (Lembar) Number of Shares (Shares)	%	Jumlah Saham (Lembar) Number of Shares (Shares)	%
Kepemilikan Saham 5% atau Lebih **Share Ownership of 5% or More**				
Hitachi Construction Machinery Co., Ltd., Japan	408.180.000	48,59	408.180.000	48,59
Itochu Corporation, Japan	210.400.000	25,05	210.400.000	25,05
Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapore	42.620.000	5,07	42.620.000	5,07

Pemegang Saham Shareholders	1 April 2025 April 1, 2025		31 Maret 2025 Maret 31, 2025	
	Jumlah Saham (Lembar) Number of Shares (Shares)	%	Jumlah Saham (Lembar) Number of Shares (Shares)	%
Kepemilikan Saham Kurang dari 5% **Ownership of Share Less Than 5%**				
Masyarakat* Public*	178.800.000	21,29	178.800.000	21,29
Total	**840.000.000**	**100,00**	**840.000.000**	**100,00**

*) Masing-masing dengan kepemilikan di bawah 5% | Each with ownership of less than 5%

20 Pemegang Saham Terbesar (31 Maret 2026)

Top 20 Shareholders (March 31, 2026)

No.	Nama Pemegang Saham Name of Shareholders	Status	Jumlah Saham Total Shares	Persentase Percentage (%)
1	Hitachi Construction Machinery Co., Ltd	Institusi Asing Foreign Institution	408.180.000	48,59
2	ITOCHU Corporation	Institusi Asing Foreign Institution	210.400.000	25,05
3	Hitachi Construction Machinery Asia and Pasific Pte. Ltd.	Institusi Asing Foreign Institution	42.620.000	5,07
4	JPMSE Lux RE UCITS CLT RE-Franklin Templeton Investment Funds , SICAV	Institusi Asing Foreign Institution	20.508.400	2,44
5	DBS Vickers Secs (Singapore) Pte. Ltd. (A/C Clients)	Institusi Asing Foreign Institution	16.497.700	1,96
6	Drs. Rustam Effendi	Individu Lokal Local Individual	6.000.000	0,71
7	Hj. Yuslizarti	Individu Lokal Local Individual	5.588.000	0,67
8	Lim Ik Nen	Individu Lokal Local Individual	4.568.900	0,54
9	Phillip Securities Pte. Ltd.	Institusi Asing Foreign Institution	2.938.600	0,35
10	Husni Effendy	Individu Lokal Local Individual	2.680.000	0,32
11	Citibank New York S/A National Financial Services LLC	Institusi Asing Foreign Institution	2.250.000	0,27
12	H. Iryadi Arifin	Individu Lokal Local Individual	2.145.000	0,26
13	OCBC Securities Pte. Ltd. (Client A/C)	Institusi Asing Foreign Institution	2.038.600	0,24
14	Socgen S/A Nanjia Capital ICAV	Institusi Asing Foreign Institution	2.004.340	0,24
15	Citibank New York S/A Rainbow Fund LP	Institusi Asing Foreign Institution	1.725.800	0,21
16	Citibank New York S/A Emerging Markets Core Equity 2 Portfolio of DFA Investment Dimensions Group Inc.	Institusi Asing Foreign Institution	1.676.656	0,20
17	UOB Kay Hian Pte. Ltd.	Institusi Asing Foreign Institution	1.610.300	0,19
18	Indra Hutauruk	Individu Lokal Local Individual	1.578.500	0,19
19	UBS Switzerland AG (Client Assets -2049584001)	Institusi Asing Foreign Institution	1.435.800	0,17
20	Robertus Lay F Jin Se,. Ak	Individu Lokal Local Individual	1.176.000	0,14

Persentase Kepemilikan Saham Dewan Komisaris dan Direksi
Percentage of Share Ownership by the Board of Commissioners and Directors

Nama dan Jabatan Name and Position	Kepemilikan Langsung Direct Ownership		Kepemilikan Tidak Langsung Indirect Ownership	
	1 April 2025 April 1, 2025	31 Maret 2026 March 31, 2026	1 April 2025 April 1, 2025	31 Maret 2026 March 31, 2026
Dewan Komisaris **Board of Commissioner**				
Toto Wahyudiyanto Presiden Komisaris (Komisaris Independen) President Commissioner (Independent Commissioner)	0	0	0	0
Harry Danui Komisaris Independen Independent Commissioner	0	0	0	0
Direksi **Board of Directors**				
Dwi Swasono Presiden Direktur President Director	0	0	0	0
Yasumasa Zaizen Direktur Director	0	0	0	0
Nobuyasu Hagiwara Direktur Director	0	0	0	0
Teru Karahashi Direktur Director	0	0	0	0
Yoshendri Direktur Director	0	0	0	0
Hiroki Majima Direktur Director	0	0	0	0
Ryoji Tanaka Direktur Director	0	0	0	0
Akihiro Yoshida Direktur Director	0	0	0	0

Kepemilikan Saham Berdasarkan Klasifikasi Domisili (31 Maret 2026)
Share Ownership by Domicile Classification (March 31, 2026)

Pemegang Saham Shareholders	Jumlah Pemegang Saham Number of Shareholders	Jumlah Saham (lembar) Number of Shares (shares)	%
Pemodal Domestik **Domestic Investors**			
Perorangan Individuals	16.590	113.370.785	13,497
Perseroan Terbatas Limited Liability Companies	23	425.113	0,051
Reksadana Mutual Fund	1	60.000	0,007
Asuransi Insurance	1	101.000	0,012
Yayasan Foundations	2	4.300	0,001
Koperasi Cooperatives	2	800.000	0,095
Subtotal Pemodal Domestik **Subtotal of Domestic Investors**	**16.619**	**114.761.198**	**13,662**

Pemegang Saham Shareholders	Jumlah Pemegang Saham Number of Shareholders	Jumlah Saham (lembar) Number of Shares (shares)	%
Pemodal Asing **Foreign Investors**			
Perorangan Individuals	64	740.900	0,088
Badan Usaha Business Entities	69	724.497.902	86,250
Sub Jumlah Investor Asing **Sub Total Foreign Investor**	**133**	**725.238.802**	**86,338**
Total	**16.752**	**840.000.000**	**100,000**

PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN DAN/ATAU MANAJEMEN

Hingga akhir tahun buku 2025, Perseroan tidak memiliki program kepemilikan saham oleh karyawan dan/atau manajemen (ESOP/ MSOP).

KEPEMILIKAN SAHAM DIREKSI DAN DEWAN KOMISARIS

Sepanjang tahun buku 2025, seluruh anggota Direksi dan Dewan Komisaris Perseroan tidak memiliki saham Perseroan, baik secara langsung maupun tidak langsung.

Kebijakan Pengungkapan Informasi Perubahan Kepemilikan Saham

Berdasarkan POJK No. 11/2017, anggota Dewan Komisaris dan Direksi wajib melaporkan kepada Sekretaris Perusahaan mengenai kepemilikan saham mereka di Perseroan, termasuk setiap perubahan (penambahan atau pengurangan) atas kepemilikan tersebut. Laporan tersebut disampaikan paling lambat 3 (tiga) hari kerja setelah terjadinya perubahan, untuk kemudian diteruskan kepada Otoritas Jasa Keuangan (OJK) dan Bursa Efek Indonesia (BEI).

Pelaksanaan Pengungkapan Informasi Perubahan Kepemilikan Saham Tahun Buku 2025

Sepanjang tahun buku 2025, tidak terdapat pembelian dan/ atau penjualan saham yang dilakukan oleh anggota Dewan Komisaris dan Direksi Perseroan.

PEMEGANG SAHAM UTAMA DAN PENGENDALI

Pada akhir tahun buku 2025, pemegang saham utama dan pengendali Perseroan adalah Hitachi Construction Machinery Co., Ltd. Jepang dan ITOCHU Corporation.

EMPLOYEE AND/OR MANAGEMENT STOCK OWNERSHIP PROGRAM

As of the end of fiscal year 2025, the Company did not have an Employee Stock Ownership Program and/or Management Stock Ownership Program (ESOP/MSOP).

SHARE OWNERSHIP OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS

Throughout fiscal year 2025, none of the members of the Board of Directors and Board of Commissioners held shares in the Company, either directly or indirectly.

Policy on Disclosure of Changes in Share Ownership Information

Pursuant to POJK No. 11/2017, members of the Board of Commissioners and Board of Directors are required to report their share ownership in the Company, including any changes (increase or decrease) in such ownership, to the Corporate Secretary. The report must be submitted no later than 3 (three) working days after the change occurs and subsequently reported to the Financial Services Authority (OJK) and the Indonesia Stock Exchange (IDX).

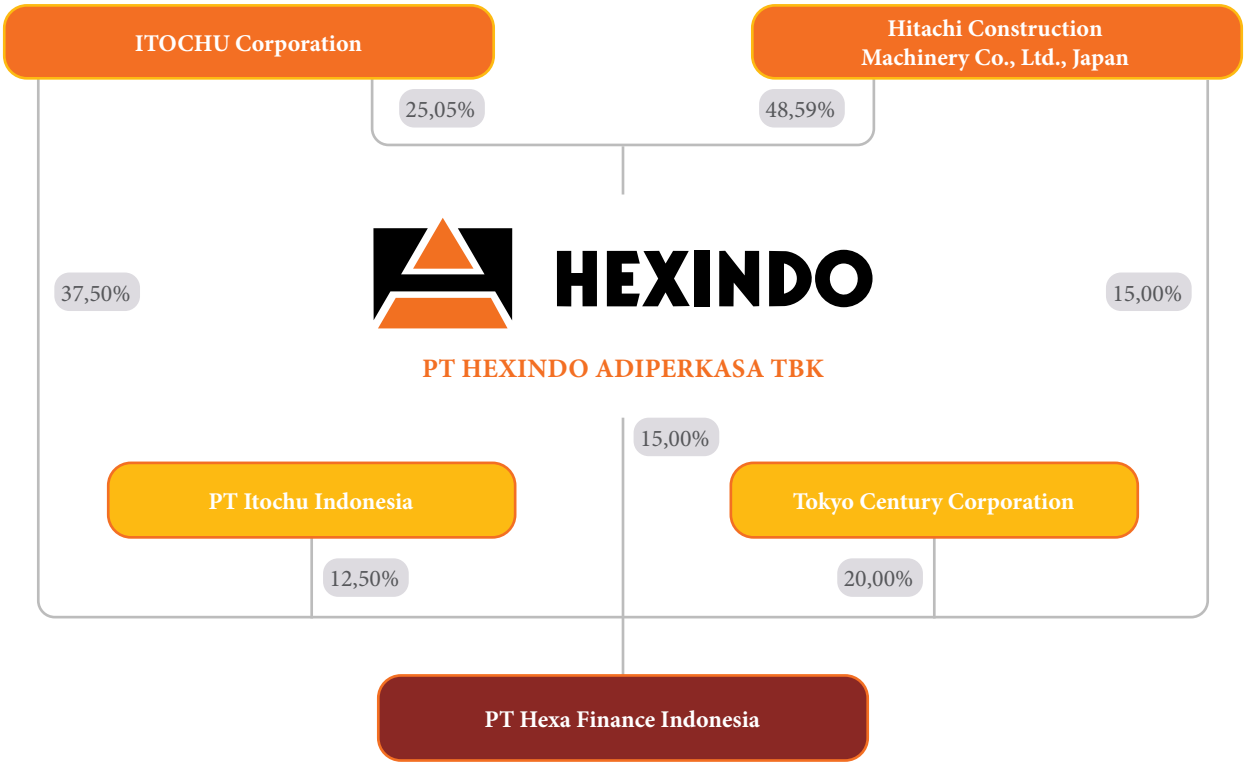
Implementation of Disclosure of Changes in Share Ownership Information in Fiscal Year 2025

Throughout fiscal year 2025, there were no purchases and/ or sales of the Company's shares by members of the Board of Commissioners and Board of Directors.

MAJOR AND CONTROLLING SHAREHOLDERS

As of the end of fiscal year 2025, the Company's major and controlling shareholders were Hitachi Construction Machinery Co., Ltd., Japan and ITOCHU Corporation.

Struktur Grup Perusahaan
Company Group Structure



ENTITAS ANAK, PERUSAHAAN ASOSIASI, DAN VENTURA BERSAMA

Hingga akhir tahun buku 2025, Perseroan hanya memiliki 1 (satu) entitas asosiasi, yaitu PT Hexa Finance Indonesia. Selain itu, Perseroan tidak memiliki entitas anak maupun ventura bersama. Adapun informasi mengenai entitas asosiasi Perseroan adalah sebagai berikut:

SUBSIDIARIES, ASSOCIATED COMPANIES, AND JOINT VENTURES

As of the end of fiscal year 2025, the Company had only 1 (one) associated company, namely PT Hexa Finance Indonesia. In addition, the Company did not have any subsidiaries or joint ventures. The information regarding the Company's associated company is as follows:

PT Hexa Finance Indonesia (Hexa Finance)	
Alamat Address	Trinity Tower, lantai 15, suites 01, 02, 03, dan 05, Jl. H.R. Rasuna Said No. 6, Karet Kuningan, Setiabudi, Jakarta Selatan 12940.
Bidang Usaha Line of Business	Pembiayaan Unit Alat Berat Heavy Equipment Unit Financing
Kepemilikan Saham Share Ownership	15%
Jumlah Aset (Rp ribu) Total Assets (Rp thousand)	4,616,267,451*
Status	Beroperasi Operating

*Per 31 Desember 2025 | As of December 31, 2025

PT Hexa Finance Indonesia didirikan pada 1 September 2008 berdasarkan Akta No. 6 yang dibuat di hadapan Notaris Robert Purba, S.H., dengan nama awal PT Hitachi Construction Machinery Finance Indonesia, disingkat PT HCM Finance Indonesia (HCMFI). Pada saat pendirian, kepemilikan saham HCMFI terdiri atas 85% oleh Hitachi Construction Machinery (HCM) Co., Ltd. Jepang dan 15% oleh Perseroan.

PT Hexa Finance Indonesia was established on September 1, 2008 based on Deed No. 6 drawn up before Notary Robert Purba, S.H., under its original name PT Hitachi Construction Machinery Finance Indonesia, abbreviated as PT HCM Finance Indonesia (HCMFI). At the time of its establishment, HCMFI's share ownership consisted of 85% held by Hitachi Construction Machinery (HCM) Co., Ltd., Japan and 15% held by the Company.

Pada Maret 2015, ITOCHU Corporation (bagian dari ITOCHU Group, Jepang) dan Tokyo Century Corporation, Jepang (sebelumnya dikenal sebagai Century Tokyo Leasing Corporation) mengakuisisi saham Hitachi Construction Machinery Group di HCMFI, masing-masing sebesar 50% dan 20%.

In March 2015, ITOCHU Corporation (part of the ITOCHU Group, Japan) and Tokyo Century Corporation, Japan (formerly known as Century Tokyo Leasing Corporation) acquired the shares of Hitachi Construction Machinery Group in HCMFI, representing 50% and 20%, respectively.

Melalui akuisisi tersebut, ITOCHU Group mengambil peran dalam memberikan arahan strategis pada bidang *sales finance services* di Indonesia, sementara Tokyo Century Corporation berkontribusi dalam aspek *leasing and finance*. Tujuan utama dari akuisisi ini adalah untuk menyediakan layanan pembiayaan berkualitas tinggi bagi HCM Jepang, mendorong peningkatan penjualan produk-produk HCM Jepang di Indonesia, mengantisipasi pertumbuhan permintaan di sektor konstruksi dan infrastruktur, serta meningkatkan nilai perusahaan HCMFI.

Through this acquisition, the ITOCHU Group assumed a strategic role in providing direction for sales finance services in Indonesia, while Tokyo Century Corporation contributed its expertise in leasing and finance. The primary objectives of this acquisition were to provide high-quality financing services for HCM Japan, support the growth of HCM Japan product sales in Indonesia, anticipate increasing demand in the construction and infrastructure sectors, and enhance the corporate value of HCMFI.

Berdasarkan Akta Notaris Hasbullah Abdul Rasyid, S.H., M.Kn., No. 140 tanggal 17 Februari 2015, nama PT Hitachi Construction Machinery Finance Indonesia resmi berganti menjadi PT Hexa Finance Indonesia, dengan struktur kepemilikan saham sebagai berikut:

Based on Notarial Deed No. 140 dated February 17, 2015 of Hasbullah Abdul Rasyid, S.H., M.Kn., PT Hitachi Construction Machinery Finance Indonesia officially changed its name to PT Hexa Finance Indonesia, with the following shareholding structure:

Pemegang Saham Shareholders	**Kepemilikan** Ownership		
	Jumlah Saham (Lembar) Number of Shares (Shares)	**Modal Ditempatkan dan Disetor (Rp)** Issued and Paid-Up Capital (Rp)	**%**
ITOCHU Corporation	112.500.000	112.500.000.000	37,50
Tokyo Century Corporation	60.000.000	60.000.000.000	20,00
PT Hexindo Adiperkasa Tbk	45.000.000	45.000.000.000	15,00
Hitachi Construction Machinery Co. Ltd., Japan	45.000.000	45.000.000.000	15,00
PT Itochu Indonesia	37.500.000	37.500.000.000	12,50
Jumlah Total	**300.000.000**	**300.000.000.000**	**100,00**

Hexa Finance merupakan perusahaan yang bergerak di bidang lembaga pembiayaan. Dalam menjalankan operasionalnya, Hexa Finance berfokus pada kegiatan pembiayaan investasi, pembiayaan modal kerja, pembiayaan multiguna, serta berbagai bentuk pembiayaan lain yang telah mendapatkan persetujuan dari OJK. Fokus utama Hexa Finance terletak pada pembiayaan investasi, khususnya melalui skema sewa pembiayaan serta jual dan sewa kembali (*sale and lease back*). Dana pembiayaan yang disalurkan ditujukan untuk mendukung aktivitas produktif para pelanggan, terutama dalam pembelian produk *excavator* dari Perseroan.

Hexa Finance is a financing company engaged in the financial services industry. In conducting its operations, Hexa Finance focuses on investment financing, working capital financing, multipurpose financing, and various other financing activities that have received approval from the OJK. The Company's primary focus is investment financing, particularly through finance lease and sale and lease back schemes. The financing facilities provided are intended to support customers' productive activities, particularly for the purchase of the Company's excavator products.

Untuk menjaga kualitas pembiayaan, Hexa Finance menargetkan sektor industri dengan tingkat risiko yang relatif aman. Dalam penerapan prinsip kehati-hatian (*prudent financing*), keputusan kredit berada di tangan Presiden Direktur setelah melalui proses analisis oleh tim *Marketing* dan *Credit Risk Management*. Hexa Finance juga menerapkan kebijakan kredit yang ketat guna menekan potensi piutang bermasalah. Di samping itu, kegiatan penagihan menjadi salah satu elemen penting dalam menjaga tingkat kolektibilitas yang sehat.

To maintain financing quality, Hexa Finance targets industry sectors with relatively low risk profiles. In implementing prudent financing principles, credit decisions are made by the President Director following an assessment process conducted by the Marketing and Credit Risk Management teams. Hexa Finance also implements strict credit policies to minimize the potential for non-performing receivables. In addition, collection activities play an important role in maintaining healthy collectability levels.

Sebagai bentuk pengembangan usaha, Hexa Finance memperluas segmen layanannya melalui sewa operasi. Skema ini memungkinkan pelanggan untuk menggunakan aset milik perusahaan dalam jangka waktu tertentu tanpa harus menanggung beban kepemilikan. Meski demikian, kepemilikan aset tetap berada pada perusahaan, dan pelanggan melakukan pembayaran secara berkala atas penggunaannya. Pelaksanaan sewa operasi ini sesuai dengan ketentuan POJK No. 35 Tahun 2018, selama tidak bertentangan dengan regulasi yang berlaku. Model ini memberikan fleksibilitas bagi pelanggan sekaligus menciptakan arus pendapatan yang stabil bagi PT Hexa Finance Indonesia.

As part of its business development efforts, Hexa Finance has expanded its service segment through operating leases. This scheme allows customers to utilize company-owned assets for a specified period without assuming ownership responsibilities. Nevertheless, ownership of the assets remains with the company, while customers make periodic payments for their use. The implementation of operating leases is carried out in accordance with POJK No. 35 of 2018, provided that it does not conflict with applicable regulations. This model offers flexibility for customers while generating a stable source of income for PT Hexa Finance Indonesia.

Sebagai perusahaan pembiayaan yang melayani *captive market* dari produk-produk Perseroan, PT Hexa Finance Indonesia memiliki potensi besar untuk terus berkembang dan memperluas bisnisnya di masa mendatang.

As a financing company serving the captive market of the Company's products, PT Hexa Finance Indonesia has significant potential to continue growing and expanding its business in the future.

Lembaga dan Profesi Penunjang
Supporting Institution and Professionals

Akuntan Publik dan Kantor Akuntan Publik
Public Accountant and Public Accountant Firm

Periode Penugasan Assignment Period	Akuntan Publik Public Accountant	Kantor Akuntan Publik Public Accounting Firm	Jasa Service		Biaya Jasa (Rp juta) Services Fee (Rp million)
			Audit	Nonaudit Non-Audit	
FY2025	Daniel Amdhani Judistira Reg. No: AP.1810	KAP Purwanto Susanti dan Surja (dahulu bernama Kantor Akuntan Publik Purwantono, Sungkoro & Surja) Gedung Bursa Efek Indonesia, Tower 2, Lantai 7. Jl. Jend. Sudirman Kav. 52-53, Jakarta, 12190. Tel: +62 21 5289 5000 Tel: +62 21 5289 4100	Laporan Keuangan Perusahaan The Company's Financial Statement	Jasa penanganan kontrol independen melalui sistem Japanese Sarbanes-Oxley (J-SOX). Independent control handling services through the Japanese Sarbanes-Oxley (J-SOX) system.	2.005,0
FY2024	Daniel Amdhani Judistira Reg. No: AP.1810	KAP Purwantono, Sungkoro & Surja (Ernst & Young) Gedung Bursa Efek Indonesia, Tower 2, Lantai 7. Jl. Jend. Sudirman Kav. 52-53, Jakarta, 12190. Tel: +62 21 5289 5000 Tel: +62 21 5289 4100			1.685,0
FY2023	Benediktio Salim Reg. No: AP.1561				1.533,8
FY2022	Benediktio Salim Reg. No: AP.1561				1.481,3
FY2021	Benediktio Salim Reg. No: AP.1561				1.481,3

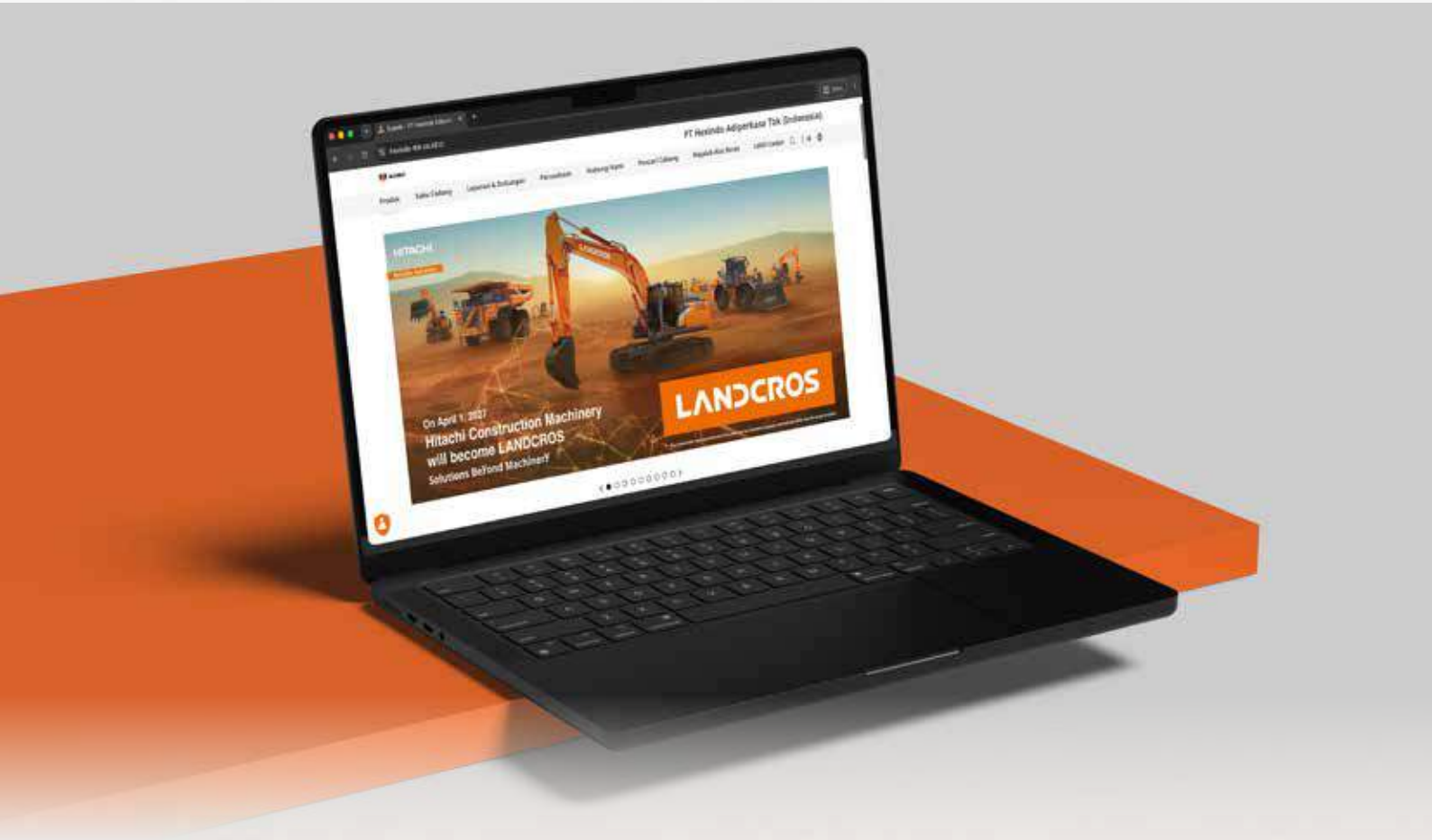
Biro Administrasi Efek
Securities Administration Bureau

PT Raya Saham Registra	
Alamat Address	Gedung Plaza Sentral lantai 2 Jl. Jend. Sudirman Kav. 47-48, Jakarta 12930 Tel: +62 21 2525666
Periode Penugasan Assignment Period	FY2025
Jasa yang Diberikan Services Provided	Pencatatan Daftar Pemegang Saham (DPS) dan pencatatan atas perubahan-perubahan pada DPS atas nama Perseroan serta jasa administrasi saham di pasar sekunder yang terdaftar di Bursa Efek Indonesia. Registration of the Shareholders Register (DPS) and the recording of any changes to the DPS on behalf of the Company, as well as share administration services in the secondary market listed on the Indonesia Stock Exchange.
Biaya Jasa (Rp juta) Service Fee (Rp million)	39,0

Notaris
Notary

Gatot Widodo, S.E., S.H., M.Kn,	
Alamat Address	Jl. Cikampek No.7, Menteng, Jakarta Pusat, Kode Pos 10310 Tel: 021-21238054, 0898 1392066
Periode Penugasan Assignment Period	FY2025
Jasa yang Diberikan Services Provided	Jasa kenotariatan untuk pembuatan akta RUPS Tahunan PT Hexindo Adiperkasa Tbk tahun buku 2024. Notarial services for the preparation of the deed of the AGMS for the fiscal year 2024.
Biaya Jasa (Rp juta) Service Fee (Rp million)	19,98

Situs Web Perusahaan
The Company's Website



Perseroan mengelola situs www.hexindo-tbk.co.id dalam Bahasa Indonesia dan Inggris sebagai sarana penyampaian informasi kepada publik dan pemangku kepentingan. Pengelolaan situs web Perseroan telah memenuhi kewajiban penyampaian informasi sesuai dengan Pasal 6 POJK No. 8/POJK.04/2015, yang mewajibkan Emiten atau Perusahaan Publik untuk memuat:

1. Informasi Umum Emiten atau Perusahaan Publik;
2. Informasi bagi Pemodal atau Investor;
3. Informasi Tata Kelola Perusahaan; serta
4. Informasi Tanggung Jawab Sosial Perusahaan.

Adapun informasi yang tersedia dalam situs web Perseroan adalah sebagai berikut:

The Company manages www.hexindo-tbk.co.id in both Indonesian and English as a means of providing information to the public and stakeholders. The management of the Company's website complies with the information disclosure requirements stipulated in Article 6 of POJK No. 8/POJK.04/2015, which requires Issuers or Public Companies to provide:

1. General Information on the Issuer or Public Company;
2. Information for Investors;
3. Corporate Governance Information; and
4. Corporate Social Responsibility Information.

The information available on the Company's website is as follows:

01

Beranda
Home

Menyajikan navigasi utama ke berbagai bagian penting, seperti Produk, Suku Cadang, Layanan & Dukungan, Perusahaan, Hubungi Kami, Pencari Cabang, Majalah Alat Berat, dan Lebih Lanjut.
Provides primary navigation to various key sections, including Products, Parts, Service & Support, Company, Contact Us, Branch Locator, Alat Berat Magazine, and Find More.

02

Produk
Products

Menampilkan beragam jenis produk alat berat Perseroan, yaitu *Mini Excavators, Medium Excavators, Large Excavators, Wheel Loaders, Rigid Dump Trucks, BELL Articulated Dump Trucks, Camino - Tandem Road Roller, Dynapac - Single Drum Roller, Foton - Heavy Duty Truck, Morooka - Carrier Dump, Attachment, Industry Solutions,* dan *Used Equipment.*
This section showcases the Company's diverse range of heavy equipment products, which include Mini Excavators, Medium Excavators, Large Excavators, Wheel Loaders, Backhoe Loaders, Rigid Dump Trucks, BELL Articulated Dump Trucks, Camino - Tandem Road Roller, Dynapac - Single Drum Roller, Foton - Heavy Duty Truck, Morooka - Carrier Dump, Attachment, Machine Application, Industry Solutions, and Used Equipment.

03

Suku Cadang
Parts

Berisi informasi mengenai berbagai komponen suku cadang, yaitu *Lubricants, Filters, Undercarriage, Hitachi O-Ring Kit for Control Valve, Ground Engaging Tools* (GET), *Hexindo Parts, Seal Kit*, dan Komponen Remanufakturing Hitachi.
This section provides information on various spare part components, including Lubricants, Filters, Undercarriage, O-Ring Kit for Control Valve, Ground Engaging Tools (GET), Hexindo Parts, Seal Kit, and Remanufactured Components.

04

Layanan & Dukungan
Service & Support

Menyediakan layanan dan dukungan bagi pelanggan, seperti ConSite dan Wenco.
Providing services and support to customers, such as ConSite and Wenco.

05

Perusahaan
Company

Memuat informasi lengkap seputar Perseroan, antara lain Tentang Kami, Manajemen, Hubungan Investor, Jaringan Global, Karier, Siaran Pers, Tata Kelola Perusahaan, Tanggung Jawab Sosial Perusahaan, Pengumuman Perusahaan, dan Mengapa HCM.
Contains comprehensive information about the Company, including About Us, Management, Investor Relations, Global Network, Careers, Press Release, Corporate Governance, Corporate Social Responsibility, Corporate Announcement, and Why HCM.

06

Hubungi Kami
Contact Us

Menyediakan akses komunikasi untuk berbagai kebutuhan, seperti Peralatan Baru, Layanan & Dukungan, Peralatan Bekas, Suku Cadang, Pertanyaan umum, dan *Whistleblowing System.*
Providing communication access for various needs, including New Equipment, Service & Support, Used Equipment, Parts, General Inquiry, and Whistleblowing System.

07

Pencari Cabang
Branch Locator

Fitur yang memudahkan untuk menemukan lokasi cabang terdekat.
A feature that facilitates finding the nearest branch location.

08

Alat Berat
Heavy Equipment

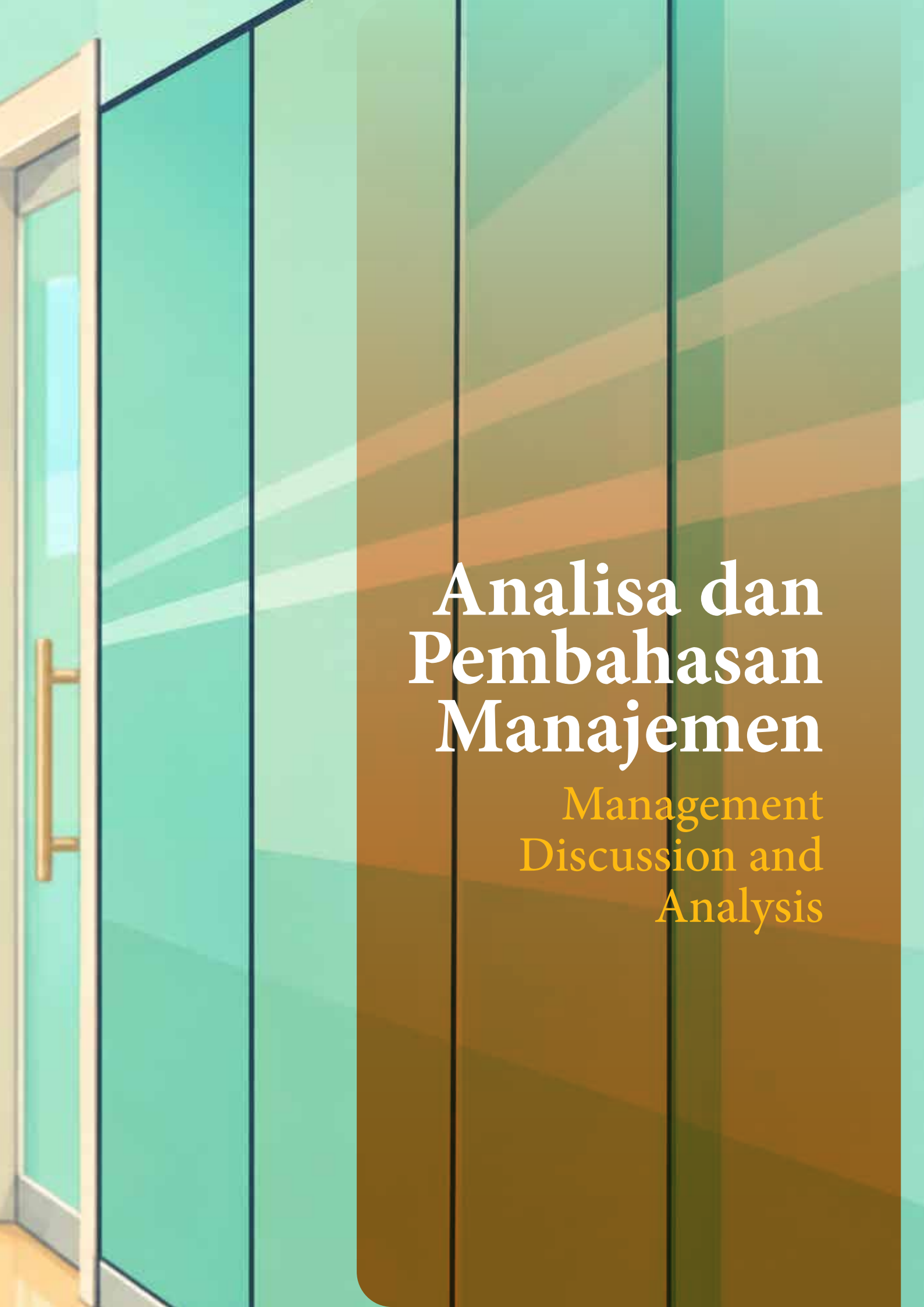
Media elektronik yang diterbitkan sejak 2016 sebagai informasi bagi pemilik, operator, dan pelanggan Perseroan agar mudah memperoleh informasi seputar Perusahaan, serta produk dan layanan terkini dari Hexindo.
An electronic media publication launched in 2016, serving as an information source for the Company's owners, operators, and customers. It aims to facilitate access to information about the Company, as well as the latest products and services offered by Hexindo.

09

Lebih Lanjut
Find More

Menyediakan akses komunikasi untuk berbagai kebutuhan, seperti Peralatan Baru, Layanan & Dukungan, Peralatan Bekas, Suku Cadang, Pertanyaan umum, dan Whistleblowing System.
Providing communication access for various needs, including New Equipment, Service & Support, Used Equipment, Parts, General Inquiry, and Whistleblowing System.





Analisa dan Pembahasan Manajemen

Management Discussion and Analysis

Tinjauan Ekonomi dan Industri
Economic and Industry Overview

KONDISI PEREKONOMIAN GLOBAL

Perekonomian global sepanjang tahun 2025 bergerak dalam bayang-bayang ketidakpastian yang tinggi, seiring dunia beradaptasi dengan lanskap yang ditandai oleh menguatnya proteksionisme dan fragmentasi perdagangan. Ketegangan dagang meningkat tajam setelah Amerika Serikat memberlakukan tarif impor secara luas pada awal April 2025, yang memicu volatilitas pasar keuangan global dan menahan laju pemulihan. Dana Moneter Internasional (IMF) memproyeksikan pertumbuhan ekonomi global melambat dari 3,3% pada 2024 menjadi 3,2% pada 2025 dan 3,1% pada 2026, dengan negara maju tumbuh di kisaran 1,5% dan negara berkembang sedikit di atas 4%. Inflasi global secara umum terus menurun, meski tetap berada di atas target di sejumlah negara, terutama Amerika Serikat.

Di tengah tekanan tersebut, perekonomian dunia menunjukkan ketahanan yang relatif lebih baik dari perkiraan awal tahun. IMF sempat merevisi ke atas proyeksi pertumbuhan global menjadi 3,0% pada pertengahan 2025, didukung oleh *front-loading* menjelang pemberlakuan tarif, tarif efektif yang lebih rendah dari kekhawatiran awal, kondisi keuangan yang lebih longgar termasuk pelemahan dolar AS, serta ekspansi fiskal di sejumlah negara. Meskipun demikian, berbagai risiko masih cenderung mengarah pada pelemahan. Ketidakpastian yang berkepanjangan, eskalasi kebijakan proteksionis, kerentanan fiskal, serta potensi koreksi pasar keuangan termasuk penilaian saham teknologi yang tinggi seiring lonjakan investasi kecerdasan buatan menjadi sumber kerawanan bagi stabilitas ekonomi global. Ketegangan geopolitik yang berlarut, termasuk konflik di Timur Tengah dan Eropa Timur, turut menambah tekanan pada harga komoditas dan arus perdagangan dunia.

KONDISI PEREKONOMIAN INDONESIA

Di tengah ketidakpastian ekonomi global yang masih berlangsung, perekonomian Indonesia tetap menunjukkan resiliensi dan mampu mempertahankan momentum pertumbuhan. Berdasarkan data Badan Pusat Statistik (BPS), ekonomi Indonesia pada tahun 2025 tumbuh sebesar 5,11% (c-to-c), meningkat dibandingkan pertumbuhan sebesar 5,03% pada tahun sebelumnya. Kinerja tersebut didukung oleh pertumbuhan ekonomi pada triwulan IV-2025 yang mencapai 5,39% (yoy), menjadi pertumbuhan triwulanan tertinggi sejak berakhirnya periode pandemi Covid-19. Sementara itu, pertumbuhan pada triwulan I hingga III masing-masing

GLOBAL ECONOMIC CONDITIONS

Throughout 2025, the global economy operated under considerable uncertainty as the world adapted to a landscape marked by intensifying protectionism and trade fragmentation. Trade tensions escalated sharply after the United States imposed broad-based import tariffs in early April 2025, triggering volatility in global financial markets and dampening the pace of recovery. The International Monetary Fund (IMF) projected global economic growth to slow from 3.3% in 2024 to 3.2% in 2025 and 3.1% in 2026, with advanced economies growing at around 1.5% and emerging economies slightly above 4%. Global inflation generally continued to decline, although it remained above target in a number of countries, particularly the United States.

Amid these pressures, the global economy demonstrated resilience that was relatively better than initial-year expectations. The IMF subsequently revised its global growth projection upward to 3.0% in mid-2025, supported by front-loading ahead of tariff implementation, effective tariff rates lower than initially feared, looser financial conditions including a weaker US dollar, and fiscal expansion in a number of countries. Nonetheless, risks remained tilted to the downside. Prolonged uncertainty, escalating protectionist policies, fiscal vulnerabilities, and the potential for financial market corrections — including elevated technology stock valuations amid surging artificial intelligence investment — continued to pose risks to global economic stability. Persistent geopolitical tensions, including conflicts in the Middle East and Eastern Europe, further added pressure to commodity prices and global trade flows.

INDONESIA'S ECONOMIC CONDITIONS

Amid ongoing global economic uncertainty, Indonesia's economy continued to demonstrate resilience and maintained its growth momentum. According to data from Statistics Indonesia (BPS), Indonesia's economy grew by 5.11% (c-to-c) in 2025, an improvement from 5.03% growth in the previous year. This performance was supported by fourth-quarter 2025 economic growth of 5.39% (yoy), the highest quarterly growth since the end of the Covid-19 pandemic period. Meanwhile, growth in the first through third quarters was recorded at 4.87%, 5.12%, and 5.04%, respectively. Although slightly below the 2025 State Budget (APBN) target of 5.2%, this achievement

tercatat sebesar 4,87%, 5,12%, dan 5,04%. Meskipun sedikit berada di bawah target APBN 2025 sebesar 5,2%, capaian tersebut mencerminkan daya tahan ekonomi nasional di tengah berbagai tantangan eksternal.

reflects the resilience of the national economy amid various external challenges.

Dari sisi pengeluaran, konsumsi rumah tangga tetap menjadi kontributor utama pertumbuhan ekonomi, didukung oleh peningkatan investasi dan kinerja ekspor yang solid. Komponen ekspor barang dan jasa mencatatkan pertumbuhan tertinggi sebesar 7,03% sepanjang tahun 2025, mencerminkan daya saing produk Indonesia di pasar global yang tetap terjaga. Sementara itu, investasi terus meningkat seiring berlanjutnya pembangunan Ibu Kota Nusantara (IKN), pelaksanaan berbagai Proyek Strategis Nasional (PSN), serta implementasi kebijakan stimulus yang mendorong aktivitas ekonomi domestik pada paruh kedua tahun. Secara keseluruhan, Produk Domestik Bruto (PDB) Indonesia atas dasar harga berlaku pada tahun 2025 mencapai Rp23.821,1 triliun.

From the expenditure side, household consumption remained the main contributor to economic growth, supported by increased investment and solid export performance. The export of goods and services component recorded the highest growth at 7.03% throughout 2025, reflecting the continued competitiveness of Indonesian products in the global market. Meanwhile, investment continued to rise in line with the ongoing development of the Nusantara Capital City (IKN), the implementation of various National Strategic Projects (PSN), and stimulus policies that boosted domestic economic activity in the second half of the year. Overall, Indonesia's Gross Domestic Product (GDP) at current prices reached Rp23,821.1 trillion in 2025.

Di sisi lain, pertumbuhan ekonomi yang relatif kuat belum terjadi secara merata di seluruh sektor usaha. Meskipun sebagian besar lapangan usaha mencatatkan pertumbuhan positif, sektor pertambangan mengalami kontraksi sepanjang tahun 2025. Kondisi ini menjadi salah satu faktor yang memengaruhi dinamika pasar alat berat nasional, mengingat sektor pertambangan merupakan salah satu segmen utama yang berkontribusi terhadap permintaan alat berat di Indonesia. Meski demikian, keberlanjutan aktivitas investasi di sektor infrastruktur, konstruksi, dan berbagai sektor produktif lainnya tetap membuka peluang pertumbuhan bagi industri alat berat secara keseluruhan.

On the other hand, relatively strong economic growth has not occurred evenly across all business sectors. While most sectors recorded positive growth, the mining sector contracted throughout 2025. This condition is one of the factors influencing the dynamics of the national heavy equipment market, given that the mining sector is one of the main segments contributing to heavy equipment demand in Indonesia. Nonetheless, continued investment activity in infrastructure, construction, and various other productive sectors continues to open growth opportunities for the heavy equipment industry as a whole.

TINJAUAN INDUSTRI PENGGUNA ALAT BERAT

Industri alat berat di Indonesia tetap memiliki peran strategis dalam mendukung aktivitas sektor-sektor ekonomi utama, khususnya pertambangan, konstruksi, perkebunan, dan kehutanan. Sepanjang tahun 2025, permintaan alat berat menunjukkan dinamika yang beragam di setiap sektor pengguna. Pelemahan aktivitas pada sektor pertambangan akibat penurunan harga komoditas mendorong perlambatan permintaan di segmen tersebut, namun kondisi ini sebagian diimbangi oleh pertumbuhan kebutuhan alat berat pada sektor agrobisnis, kehutanan, dan pembangunan infrastruktur yang tetap berjalan.

OVERVIEW OF HEAVY EQUIPMENT END-USER INDUSTRIES

The heavy equipment industry in Indonesia continues to play a strategic role in supporting the activities of key economic sectors, particularly mining, construction, plantations, and forestry. Throughout 2025, heavy equipment demand showed varied dynamics across end-user sectors. Weakening activity in the mining sector due to declining commodity prices led to a slowdown in demand in that segment, though this was partly offset by growing heavy equipment needs in the agribusiness and forestry sectors as well as continued infrastructure development.

Sektor pertambangan masih menjadi salah satu pasar terbesar bagi industri alat berat nasional. Namun, sepanjang tahun 2025 sektor ini menghadapi tantangan akibat melemahnya harga sejumlah komoditas, terutama batu bara. Produksi batu bara nasional tercatat sekitar 790 juta ton, menurun dibandingkan

The mining sector remains one of the largest markets for the national heavy equipment industry. However, throughout 2025 this sector faced challenges due to weakening prices for a number of commodities, particularly coal. National coal production was recorded at approximately 790 million

realisasi tahun sebelumnya yang mencapai 836 juta ton. Penurunan volume produksi tersebut turut memengaruhi aktivitas operasional dan belanja modal sejumlah pelaku usaha pertambangan, sehingga berdampak pada permintaan alat berat baru maupun penggantian unit. Meski demikian, kebutuhan terhadap alat berat untuk mendukung kegiatan operasional tambang tetap terjaga, terutama pada perusahaan-perusahaan dengan tingkat produksi yang stabil dan kontrak jangka panjang.

tons, a decrease from the previous year's realization of 836 million tons. This decline in production volume affected the operational activities and capital expenditure of a number of mining companies, thereby impacting demand for both new heavy equipment units and replacement units. Nevertheless, demand for heavy equipment to support mining operations remained steady, particularly among companies with stable production levels and long-term contracts.

Di sektor konstruksi, permintaan alat berat tetap didukung oleh keberlanjutan pembangunan infrastruktur nasional. Pertumbuhan sektor konstruksi yang tetap positif sepanjang tahun mencerminkan berlanjutnya aktivitas pembangunan berbagai proyek strategis, termasuk infrastruktur konektivitas, kawasan industri, fasilitas energi, serta proyek pembangunan Ibu Kota Nusantara (IKN). Dukungan belanja pemerintah pada sektor pekerjaan umum dan infrastruktur turut menjaga kebutuhan terhadap berbagai jenis alat berat, seperti *excavator*, *wheel loader*, dan peralatan konstruksi lainnya yang digunakan dalam pembangunan dan pemeliharaan infrastruktur.

In the construction sector, heavy equipment demand continued to be supported by the ongoing development of national infrastructure. The construction sector's continued positive growth throughout the year reflects the continuation of various strategic projects, including connectivity infrastructure, industrial estates, energy facilities, and the development of the Nusantara Capital City (IKN). Government spending support for public works and infrastructure also sustained demand for various types of heavy equipment, such as excavators, wheel loaders, and other construction equipment used in infrastructure development and maintenance.

Sektor perkebunan, khususnya kelapa sawit, juga terus menjadi salah satu kontributor penting terhadap permintaan alat berat. Peningkatan produksi minyak sawit mentah (CPO) pada tahun 2025 mencerminkan tetap kuatnya aktivitas operasional dan pengembangan lahan perkebunan. Selain itu, implementasi kebijakan mandatori biodiesel B40 sebagai bagian dari strategi ketahanan energi nasional semakin memperkuat prospek industri sawit dalam jangka panjang. Kebijakan tersebut diperkirakan akan meningkatkan kebutuhan bahan baku domestik dan mendorong investasi di sektor perkebunan, yang pada gilirannya berpotensi mendukung permintaan alat berat untuk kegiatan pembukaan lahan, pemeliharaan kebun, maupun pengelolaan logistik operasional.

The plantation sector, particularly palm oil, also continues to be an important contributor to heavy equipment demand. The increase in crude palm oil (CPO) production in 2025 reflects continued strong operational activity and plantation land development. In addition, the implementation of the mandatory B40 biodiesel policy as part of the national energy security strategy further strengthens the long-term prospects of the palm oil industry. This policy is expected to increase domestic raw material requirements and encourage investment in the plantation sector, which in turn has the potential to support heavy equipment demand for land clearing, plantation maintenance, and operational logistics management.

Sementara itu, sektor kehutanan tetap menjadi pasar yang penting bagi industri alat berat, terutama melalui aktivitas pengelolaan Hutan Tanaman Industri (HTI) dan industri pulp serta kertas. Indonesia terus mempertahankan posisinya sebagai salah satu produsen pulp dan kertas utama di dunia, didukung oleh ketersediaan bahan baku yang kompetitif dan produktivitas hutan tanaman yang tinggi. Beroperasinya fasilitas produksi baru serta berlanjutnya pengembangan kawasan HTI turut menjaga kebutuhan terhadap alat berat yang digunakan dalam kegiatan penanaman, pemanenan, pengangkutan kayu, dan pembangunan infrastruktur pendukung.

Meanwhile, the forestry sector remains an important market for the heavy equipment industry, particularly through the management of Industrial Plantation Forests (HTI) and the pulp and paper industry. Indonesia continues to maintain its position as one of the world's leading pulp and paper producers, supported by the availability of competitive raw materials and high plantation forest productivity. The operation of new production facilities and continued development of HTI areas have sustained demand for heavy equipment used in planting, harvesting, timber transportation, and the construction of supporting infrastructure.

KINERJA INDUSTRI ALAT BERAT

Setelah mengalami perlambatan dalam beberapa tahun terakhir, industri alat berat nasional mulai menunjukkan tanda-tanda pemulihan pada tahun 2025. Berdasarkan data Himpunan Industri Alat Berat Indonesia (Hinabi), produksi alat berat nasional mencapai 8.693 unit, meningkat dibandingkan realisasi tahun 2024 yang sebesar 7.022 unit. Peningkatan tersebut mencerminkan membaiknya aktivitas manufaktur alat berat domestik di tengah kondisi pasar yang masih diwarnai berbagai tantangan. Produksi sepanjang tahun didominasi oleh *hydraulic excavator*, diikuti *bulldozer*, *dump truck, compactor, pneumatic tire roller, road stabilizer*, dan *grader*. Kinerja ini turut memperkuat posisi Indonesia sebagai salah satu pasar dan basis produksi alat berat terbesar di kawasan ASEAN.

Di sisi permintaan, industri alat berat mengalami perubahan struktur pasar yang cukup signifikan. Jika pada tahun-tahun sebelumnya sektor pertambangan menjadi penggerak utama permintaan, pada tahun 2025 kontribusi terbesar justru berasal dari sektor agrobisnis dan kehutanan. Pergeseran ini terjadi seiring melemahnya aktivitas investasi dan belanja modal di sektor pertambangan akibat penurunan harga batu bara dan komoditas lainnya. Sebaliknya, aktivitas operasional yang tetap tinggi di sektor perkebunan dan kehutanan mendorong peningkatan kebutuhan alat berat untuk mendukung produktivitas dan pengelolaan lahan.

Sementara itu, sektor konstruksi tetap memberikan kontribusi yang stabil terhadap permintaan alat berat, didukung oleh berlanjutnya pembangunan infrastruktur nasional dan berbagai proyek strategis di sejumlah wilayah. Diversifikasi sumber permintaan dari berbagai sektor pengguna tersebut menjadi faktor penting dalam menjaga ketahanan industri alat berat nasional di tengah dinamika siklus komoditas.

Dari sisi pasar, Perhimpunan Agen Tunggal Alat Berat Indonesia (PAABI) memperkirakan penjualan alat berat baru nasional pada tahun 2025 mencapai sekitar 23.000 unit. Meskipun masih sedikit lebih rendah dibandingkan tahun sebelumnya, prospek industri tetap positif seiring ekspektasi membaiknya aktivitas ekonomi dan investasi pada berbagai sektor pengguna. Dengan fundamental permintaan yang tetap terjaga serta dukungan pembangunan nasional yang berkelanjutan, industri alat berat diperkirakan memiliki peluang untuk kembali mencatatkan pertumbuhan yang lebih kuat pada tahun-tahun mendatang.

HEAVY EQUIPMENT INDUSTRY PERFORMANCE

After experiencing a slowdown in recent years, the national heavy equipment industry began showing signs of recovery in 2025. According to data from the Indonesian Heavy Equipment Industry Association (Hinabi), national heavy equipment production reached 8,693 units, an increase from 7,022 units in 2024. This increase reflects improving domestic heavy equipment manufacturing activity amid a market environment still marked by various challenges. Production throughout the year was dominated by hydraulic excavators, followed by bulldozers, dump trucks, compactors, pneumatic tire rollers, road stabilizers, and graders. This performance further strengthens Indonesia's position as one of the largest heavy equipment markets and production bases in the ASEAN region.

On the demand side, the heavy equipment industry experienced a fairly significant shift in market structure. Whereas in previous years the mining sector was the main driver of demand, in 2025 the largest contribution instead came from the agribusiness and forestry sectors. This shift occurred as investment activity and capital expenditure in the mining sector weakened due to declining coal and other commodity prices. Conversely, continued high operational activity in the plantation and forestry sectors drove increased demand for heavy equipment to support productivity and land management.

Meanwhile, the construction sector continued to provide a stable contribution to heavy equipment demand, supported by the continuation of national infrastructure development and various strategic projects across a number of regions. This diversification of demand sources across different end-user sectors is an important factor in maintaining the resilience of the national heavy equipment industry amid commodity cycle dynamics.

In terms of market outlook, the Indonesian Heavy Equipment Distributors Association (PAABI) estimates that national new heavy equipment sales reached approximately 23,000 units in 2025. Although still slightly lower than the previous year, the industry outlook remains positive amid expectations of improving economic activity and investment across various end-user sectors. With demand fundamentals remaining sound and continued support from national development, the heavy equipment industry is expected to have the opportunity to record stronger growth in the years ahead.

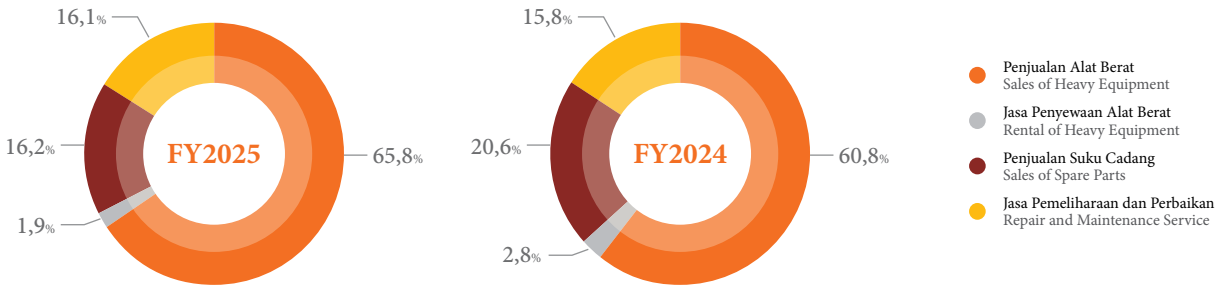
Tinjauan Operasi Per Segmen Usaha
Operational Overview by Business Segment

Pembahasan tinjauan per segmen usaha pada Laporan Tahunan ini disajikan sesuai dengan pembagian segmen yang tercantum dalam Laporan Keuangan Perseroan. Untuk tujuan manajemen, Perseroan dibagi menjadi dua segmen operasi berdasarkan usaha dan geografis yang dikelola secara independen oleh masing-masing pengelola segmen yang bertanggung jawab atas kinerja dari masing-masing segmen. Segmen usaha Perseroan terdiri dari penjualan alat berat, jasa penyewaan alat berat, penjualan suku cadang serta jasa pemeliharaan dan perbaikan. Sedangkan berdasarkan segmen geografis terdiri dari segmen Pulau Jawa dan segmen Luar Pulau Jawa.

The discussion of the business segment overview in this Annual Report is presented in accordance with the segment classification set out in the Company's Financial Statements. For management purposes, the Company is divided into two operating segments based on business and geography, each managed independently by its respective segment manager who is responsible for that segment's performance. The Company's business segments consist of sales of heavy equipment, rental of heavy equipment, sales of spare parts, and repair and maintenance services. Based on geographic segments, the Company is divided into the Java segment and the Outside Java segment.

Sumber Pendapatan dan Kontribusinya terhadap Total Pendapatan Perseroan
Sources of Revenue and Contribution to Total Company Revenue

Pendapatan Revenue	FY2025		FY2024		Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025	
	Jumlah Total	Kontribusi Contribution	Jumlah Total	Kontribusi Contribution	Nominal	Persentase Percentage
	USD	%	USD	%	USD	%
Penjualan Alat Berat Sales of Heavy Equipment	339.218.927	65,8	317.693.512	60,8	21.525.415	6,8
Jasa Penyewaan Alat Berat Rental of Heavy Equipment	9.696.415	1,9	14.672.997	2,8	(4.976.582)	(33,9)
Penjualan Suku Cadang Sales of Spare Parts	83.507.421	16,2	107.930.829	20,6	(24.423.408)	(22,6)
Jasa Pemeliharaan dan Perbaikan Repair and Maintenance Service	83.000.454	16,1	82.417.500	15,8	582.954	0,7
Jumlah Total	**515.423.217**	**100,0**	**522.714.838**	**100,0**	**(7.291.621)**	**(1,4)**



Dari tabel dan bagan di atas, dapat dilihat bahwa pendapatan dari penjualan alat berat berkontribusi paling besar terhadap pendapatan Perseroan di tahun 2025 yakni sebesar 65,8%. Berikut disampaikan kegiatan usaha dan pencapaian kinerja dari masing-masing segmen usaha.

From the table and chart above, it can be seen that revenue from heavy equipment sales contributed the largest share to the Company's revenue in 2025, at 65.8%. The business activities and performance achievements of each business segment are presented below.

PENJUALAN ALAT BERAT

Salah satu kegiatan usaha yang sekaligus menjadi kontributor utama pendapatan Hexindo adalah penjualan alat berat. Dalam menjalankan kegiatan usahanya, segmen usaha ini melakukan penjualan berbagai produk alat berat. Jenis produk yang dijual meliputi *Excavator* 6-ton ke atas, *Mini Excavator, Wheel Loader, Rigid Dump Truck (RDT), Articulated Dump Truck* (ADT), *Heavy Duty Truck, Road Roller, Carrier Dump*, dan *attachment*.. Konsumen dari produk tersebut berasal dari sektor pertambangan, konstruksi, *forestry*, dan agrobisnis. Untuk dapat menjangkau pasar yang lebih luas, Perseroan berupaya untuk terus memperluas lini produk (*product line extension*) dengan produk-produk baru yang menghadirkan berbagai inovasi untuk memenuhi kebutuhan pelanggan.

SALES OF HEAVY EQUIPMENT

Sales of heavy equipment is one of the Company's business activities and, at the same time, its primary revenue contributor. In carrying out this business, the segment sells a variety of heavy equipment products. The types of products sold include Excavators of 6-tons and above, Mini Excavators, Wheel Loaders, Rigid Dump Trucks (RDT), Articulated Dump Trucks (ADT), Heavy Duty Trucks, Road Rollers, Carrier Dumps, and attachments. Customers of these products come from the mining, construction, forestry, and agribusiness sectors. To reach a wider market, the Company continues to pursue product line extension with new products that bring various innovations to meet customer needs.

Kinerja Tahun Buku 2025

Fiscal Year 2025 Performance

Kinerja Segmen Penjualan Seluruh Jenis Alat Berat Berdasarkan Produk
Sales Segment Performance of All Heavy Equipment by Product

Jenis Alat Berat Heavy Equipment Type	Penjualan Sales		Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
	FY2025 (Unit)	FY2024 (Unit)	Unit	Persentase Percentage (%)	
Mini Excavator	243	249	(6)	(2,4)	↓
Mid Excavator > 6T incl. mining excavator	3.164	2.597	567	21,8	↑
Wheel Loader	42	37	5	13,5	↑
Rigid Dump Truck (HITACHI)	0	0	0	0,0	-
Articulated Dump Truck (BELL)	0	3	(3)	(100,0)	↓
Foton Dump Truck	384	397	(13)	(3,3)	↓
Dynapac Soil Roller	8	29	(21)	(72,4)	↓
Morooka Carrier Dump	23	21	2	9,5	↑
Waratah Harvester	0	0	0	0,0	-
BX 100 Backhoe Loader	16	0	16		↑
Jumlah Total	**3.880**	**3.333**	**547**	**16,4**	↑

Kinerja Segmen Penjualan *Mid Excavator > 6 T (Including Mining Excavator)* Berdasarkan Sektor Pengguna
Sales Performance of the Mid Excavator > 6 T (Including Mining Excavator) Segment by End-User Sector

Penjualan Alat Berat Berdasarkan Sektor Pengguna Heavy Equipment Sales by End-User Sector	Penjualan Sales		Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
	FY2025 (Unit)	FY2024 (Unit)	Unit	Persentase Percentage (%)	
Agrobisnis Agribusiness	1.409	1.022	387	37,9	↑
Kehutanan Forestry	528	542	(14)	(2,6)	↓
Konstruksi Construction	544	563	-19	(3,4)	↓

Penjualan Alat Berat Berdasarkan Sektor Pengguna Heavy Equipment Sales by End-User Sector	Penjualan Sales		Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
	FY2025 (Unit)	FY2024 (Unit)	Unit	Persentase Percentage (%)	
Pertambangan Mining	299	326	(27)	(8,3)	↓
Lainnya Others	384	144	240	166,7	↑
Jumlah **Total**	**3.164**	**2.597**	**567**	**21,8**	↑

Sepanjang tahun buku 2025, Perseroan berhasil melakukan penjualan sejumlah 3.164 Ekskavator. Jumlah ini mengalami peningkatan dari tahun sebelumnya yang sebanyak 2.597 unit.

During fiscal year 2025, the Company successfully sold a total of 3,164 excavators. This represented an increase from the previous year, when sales reached 2,597 units.

Profitabilitas Tahun Buku 2025

Fiscal Year 2025 Profitability

Penjualan Alat Berat Heavy Equipment Type	Satuan Unit	FY2025	FY2024	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
				Nominal	Persentase Percentage (%)	
Penghasilan Revenues	USD	339.218.927	317.693.512	21.525.415	6,8	↑
Beban Pokok Penghasilan Cost of Revenues	USD	313.015.197	290.753.433	22.261.764	7,7	↑
Laba Bruto Gross Profit	USD	26.203.730	26.940.079	(736.349)	(2,7)	↓
Marjin Laba Bruto Gross Profit Margin	%	7,7%	8,5%	-	-	↓

Segmen penjualan alat berat tetap menjadi kontributor utama pendapatan Perseroan pada tahun buku 2025 dengan kontribusi sebesar 65,8% dari total pendapatan, meningkat dibandingkan 60,8% pada tahun sebelumnya. Pendapatan segmen ini tumbuh 6,8% menjadi USD339,2 juta, didukung oleh membaiknya permintaan alat berat di berbagai sektor pengguna. Meski demikian, kenaikan beban pokok penghasilan yang lebih tinggi dibandingkan pertumbuhan pendapatan menyebabkan laba bruto turun tipis menjadi USD26,2 juta, dengan marjin laba bruto menurun dari 8,5% menjadi 7,7%. Di tengah tekanan marjin tersebut, Perseroan berhasil meningkatkan laba usaha segmen secara signifikan menjadi USD15,2 juta dibandingkan USD5,5 juta pada tahun buku 2024, mencerminkan efektivitas pengelolaan biaya operasional serta kuatnya peran segmen ini sebagai penggerak utama pertumbuhan bisnis Perseroan.

The heavy equipment sales segment remained the Company's primary revenue contributor in fiscal year 2025, accounting for 65.8% of total revenue, up from 60.8% in the previous year. Revenue from this segment grew by 6.8% to USD339.2 million, supported by improving heavy equipment demand across various end-user sectors. Nevertheless, an increase in cost of revenues that outpaced revenue growth caused gross profit to decline slightly to USD26.2 million, with gross profit margin narrowing from 8.5% to 7.7%. Despite this margin pressure, the Company succeeded in significantly increasing the segment's operating profit to USD15.2 million, compared to USD5.5 million in fiscal year 2024, reflecting the effectiveness of operating cost management and the segment's continued strength as the main driver of the Company's business growth.

Rencana Tahun Buku 2026

Fiscal Year 2026 Plan

Untuk mendorong pertumbuhan kinerja segmen penjualan alat berat, Perseroan akan merilis beberapa produk baru seperti Foton light truck 4x2 *for the agricultural sector*, Wixim by LANDCROS dengan model *wheel loader* dan *dozer*. Selain

To drive the growth of its heavy equipment sales segment, the Company plans to introduce several new products, including the Foton 4×2 Light Truck for the agricultural sector and Wixim by LANDCROS wheel loader and dozer models. In addition,

itu, Perseroan juga melakukan improvisasi terhadap berbagai jenis penawaran kepada *customer*. Program yang ditawarkan seperti pemberian program *held stock* sebagai *after sales service, standby* mechanic, atau *full maintenance contract* dengan biaya yang lebih terjangkau. Memperkuat kolaborasi dengan *leasing* untuk mendukung pendanaan. Disamping itu, Perseroan terus mengembangkan bisnis *trade-in* (tukar tambah unit) sebagai peluang yang mampu mendukung kinerja penjualan unit alat berat.

JASA PENYEWAAN ALAT BERAT

Setelah disahkan menjadi segmen usaha tersendiri melalui RUPS Luar Biasa di tahun 2023 lalu, segmen usaha jasa penyewaan alat berat menawarkan jasa penyewaan alat berat untuk berbagai sektor industri serta paket penyewaan alat berat beserta operator.

Untuk dapat memanfaatkan peluang di tengah kondisi bisnis yang menantang, Perseroan menawarkan skema *Rent-to-Buy* sebagai salah satu solusi bagi pelanggan untuk memiliki unit excavator Hitachi dengan investasi yang lebih ringan dan kompetitif. Perseroan juga terus berupaya menjalin kerja sama dengan sejumlah perusahaan pembiayaan untuk menawarkan berbagai kemudahan bagi pelanggan.

Kinerja Tahun Buku 2025

Di tengah berbagai tantangan yang dihadapi, segmen usaha jasa penyewaan alat berat terus menunjukkan pertumbuhan dalam beberapa tahun terakhir. Pada tahun buku 2025, jumlah unit yang disewakan mencapai 27 unit. Jumlah ini meningkat dari tahun sebelumnya yang sebanyak 25 unit. Peningkatan ini terutama didorong oleh kebutuhan pelanggan akan fleksibilitas operasional serta optimalisasi biaya investasi alat berat.

the Company continues to enhance its value proposition by offering a wider range of customer-oriented solutions. These include held stock programs as part of its after-sales services, standby mechanic support, and full maintenance contracts at more competitive rates. The Company also continues to strengthen its collaboration with leasing companies to facilitate customer financing. Furthermore, the Company is expanding its trade-in business as a strategic initiative to support the growth of heavy equipment sales.

RENTAL OF HEAVY EQUIPMENT

Following its establishment as a separate business segment through the Extraordinary General Meeting of Shareholders in 2023, the heavy equipment rental services segment offers equipment rental services to various industry sectors, as well as rental packages that include operators.

To capture opportunities amid challenging business conditions, the Company offers a Rent-to-Buy scheme as one solution for customers to own Hitachi excavator units with a lighter and more competitive investment. The Company also continues to pursue partnerships with a number of financing companies to offer various conveniences for customers.

Fiscal Year 2025 Performance

Amid the various challenges encountered, the heavy equipment rental business segment continued to demonstrate growth over the past several years. In fiscal year 2025, the number of rented units reached 27 units, increasing from 25 units in the previous year. This growth was primarily driven by customers' demand for greater operational flexibility and the optimization of heavy equipment investment costs.

Profitabilitas Tahun Buku 2025

Fiscal Year 2025 Profitability

Penyewaan Alat Berat Heavy Equipment Type	**Satuan** Unit	**FY2025**	**FY2024**	**Kenaikan (Penurunan) FY2024-FY2025** Increase (Decrease) FY2024-FY2025		↑↓
				Nominal	**Persentase** Percentage (%)	
Penghasilan Revenues	USD	9.696.415	14.672.997	(4.976.582)	(33,9)	↓
Beban Pokok Penghasilan Cost of Revenues	USD	5.078.347	7.723.976	(2.645.629)	(34,3)	↓
Laba Bruto Gross Profit	USD	4.618.068	6.949.021	(2.330.953)	(33,5)	↓
Marjin Laba Bruto Gross Profit Margin	%	47,6%	47,4%	-	-	↑

Segmen jasa penyewaan alat berat mencatatkan penurunan kinerja pada tahun buku 2025, dengan pendapatan turun 33,9% menjadi USD9,7 juta dibandingkan USD14,7 juta pada tahun sebelumnya. Sejalan dengan penurunan tersebut, laba bruto segmen menurun menjadi USD4,6 juta. Namun demikian, marjin laba bruto tetap terjaga pada level 47,6%, sedikit lebih tinggi dibandingkan 47,4% pada tahun buku 2024, menjadikannya segmen dengan tingkat marjin tertinggi di antara seluruh lini usaha Perseroan. Meskipun pendapatan mengalami kontraksi, laba usaha segmen meningkat menjadi USD4,4 juta dibandingkan USD3,3 juta pada tahun sebelumnya, mencerminkan efektivitas pengelolaan biaya operasional dan tetap kuatnya profitabilitas segmen di tengah penurunan aktivitas penyewaan.

The heavy equipment rental services segment recorded a decline in performance in fiscal year 2025, with revenue down 33.9% to USD9.7 million compared to USD14.7 million in the previous year. In line with this decline, the segment's gross profit decreased to USD4.6 million. Nevertheless, gross profit margin remained steady at 47.6%, slightly higher than 47.4% in fiscal year 2024, making it the segment with the highest margin among all of the Company's business lines. Although revenue contracted, the segment's operating profit increased to USD4.4 million compared to USD3.3 million in the previous year, reflecting the effectiveness of operating cost management and the segment's continued strong profitability amid declining rental activity.

Rencana Tahun Buku 2026

Dalam kondisi ekonomi yang tidak menentu, banyak Perusahaan yang melakukan efisiensi dan penundaan investasi akan alat berat. Dengan masih tingginya kebutuhan akan alat berat dalam mendukung operasional berbagai sektor serta proyek strategis nasional, hal ini justru menciptakan peluang baru berupa bisnis penyewaan alat berat. Oleh karena itu Perseroan berupaya untuk terus melakukan penetrasi pasar dengan menawarkan berbagai skema sewa alat berat yang lebih menarik.

Fiscal Year 2026 Plan

Amid uncertain economic conditions, many companies have adopted cost-efficiency measures and postponed investments in heavy equipment. Nevertheless, the continued demand for heavy equipment to support operations across various industries and National Strategic Projects has created new opportunities in the heavy equipment rental business. Accordingly, the Company will continue to strengthen its market penetration by offering a range of more attractive and flexible heavy equipment rental schemes tailored to customers' needs.

PENJUALAN SUKU CADANG

Untuk mendukung usahanya, Perseroan juga menyediakan suku cadang orisinal, aksesori, dan *consumables* yang berkualitas dan bergaransi sebagai bentuk layanan purna jual untuk mendukung keandalan alat berat yang telah dijual kepada pelanggan. Dengan dukungan *principal*, Perseroan telah memasok berbagai varian unit alat berat dengan berbagai jenis suku cadang ke seluruh Indonesia. Perseroan telah memiliki jaringan suku cadang yang luas melalui jaringan grup HCM Jepang, hal ini dimaksudkan agar setiap kebutuhan pelanggan akan suku cadang dimanapun di wilayah Indonesia dapat terpenuhi dalam waktu yang singkat. Perseroan juga memiliki jaringan kantor perwakilan dan kantor proyek yang tersebar di seluruh Indonesia.

SALES OF SPARE PARTS

To support its business, the Company also provides genuine, warrantied, and high-quality spare parts, accessories, and consumables as a form of after-sales service to support the reliability of heavy equipment already sold to customers. With the support of its principals, the Company supplies a wide range of heavy equipment units with various types of spare parts throughout Indonesia. The Company has an extensive spare parts network through the HCM Japan group network, ensuring that customer spare parts needs anywhere in Indonesia can be met within a short period of time. The Company also has a network of representative offices and project offices spread across Indonesia.

Selain itu, sistem *inventory* Perseroan juga telah terhubung dengan pusat distribusi suku cadang grup HCM Jepang sehingga informasi mengenai ketersediaan, status pesanan, dan informasi penting lainnya terkait suku cadang dapat diakses dengan mudah.

In addition, the Company's inventory system is also connected to the HCM Japan group's spare parts distribution center, so that information regarding availability, order status, and other important information related to spare parts can be easily accessed.

Perseroan juga memiliki program remanufaktur yang dapat merekondisi, menguji, dan menjual kembali komponen lama dengan kualitas yang mendekati komponen baru. Dengan kontrol kualitas yang menyeluruh, Perseroan menjamin kualitas komponen rekondisi telah memenuhi spesifikasi standar. Layanan remanufaktur dapat menjadi solusi pelanggan untuk mengurangi biaya perbaikan mesin dan meminimalisir dampak limbah alat berat terhadap lingkungan. Untuk memberikan kemudahan bagi pelanggan dalam memesan suku cadang, Perseroan telah mengembangkan *Part & ConSite ISF* (*Intelligent Service Part Finder*) *online webshop* untuk membantu memudahkan pelanggan menyusun rencana perbaikan yang tepat sehingga meminimalisir waktu *idle* alat berat. Perseroan mengembangkan sistem penjualan *online* agar lebih dekat dengan konsumen dan memperluas jangkauan pasar tanpa batas. Selain di hexindopart.com dan ConSite ISF, pelanggan dapat membeli suku cadang melalui blibli.com.

The Company also has a remanufacturing program that can recondition, test, and resell used components at a quality approaching that of new components. With comprehensive quality control, the Company guarantees that reconditioned components meet standard specifications. The remanufacturing service can be a solution for customers to reduce engine repair costs and minimize the environmental impact of heavy equipment waste. To make it easier for customers to order spare parts, the Company has developed the Part & ConSite ISF (Intelligent Service Part Finder) online webshop to help customers plan the right repairs, thereby minimizing heavy equipment idle time. The Company has developed its online sales system to be closer to consumers and to expand its market reach without limits. In addition to hexindopart.com and ConSite ISF, customers can also purchase spare parts through blibli.com.

Kinerja Tahun Buku 2025

Kinerja segmen penjualan suku cadang tidak dapat dipisahkan dengan kinerja segmen Jasa Pemeliharaan dan Perbaikan. Sebagian rencana aksi dalam inisiatif strategi Perusahaan seperti program promosi bertujuan untuk mendorong penjualan suku cadang dan *consumable* seperti komponen, pelumas, *filter, undercarriage,* GET (*Ground Engaging Tools*), *hose*, dan *non-moving parts*.

Fiscal Year 2025 Performance

The performance of the spare parts sales segment cannot be separated from the performance of the Repair and Maintenance Services segment. Some of the action plans under the Company's strategic initiatives, such as promotional programs, aim to drive sales of spare parts and consumables such as components, lubricants, filters, undercarriage, GET (Ground Engaging Tools), hoses, and non-moving parts.

Penjualan Suku Cadang Spare Parts Sales	Satuan Unit	FY2025	FY2024	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
				Nominal	Persentase Percentage (%)	
Penghasilan Revenues	USD	83.507.421	107.930.829	(24.423.408)	(22,6)	↓
Beban Pokok Penghasilan Cost of Revenues	USD	55.981.592	68.545.493	(12.563.901)	(18,3)	↓
Laba Bruto Gross Profit	USD	27.525.829	39.385.336	(11.859.507)	(30,1)	↓
Marjin Laba Bruto Gross Profit Margin	%	33,0%	36,5%	-	-	↓

Segmen penjualan suku cadang mencatatkan penurunan kinerja pada tahun buku 2025, dengan pendapatan turun 22,6% menjadi USD83,5 juta dibandingkan USD107,9 juta pada tahun sebelumnya. Kontribusi segmen ini terhadap total pendapatan Perseroan turut menurun menjadi 16,2% dari 20,6% pada tahun buku 2024. Penurunan pendapatan tersebut diikuti oleh menurunnya laba bruto menjadi USD27,5 juta, sehingga marjin laba bruto terkompresi dari 36,5% menjadi 33,0%. Meskipun demikian, segmen ini tetap menjadi salah satu kontributor profitabilitas utama Perseroan dengan laba

The spare parts sales segment recorded a decline in performance in fiscal year 2025, with revenue down 22.6% to USD83.5 million compared to USD107.9 million in the previous year. This segment's contribution to the Company's total revenue also decreased to 16.2% from 20.6% in fiscal year 2024. The decline in revenue was followed by a decrease in gross profit to USD27.5 million, compressing gross profit margin from 36.5% to 33.0%. Nevertheless, this segment remains one of the Company's main profitability contributors, with operating profit of USD22.6 million. The spare parts

usaha sebesar USD22,6 juta. Kinerja segmen suku cadang masih ditopang oleh operasional di luar Pulau Jawa yang mencatatkan profitabilitas yang kuat, sementara wilayah Jawa menghadapi tekanan yang memengaruhi kinerja segmen secara keseluruhan sepanjang tahun buku 2025.

Rencana Tahun Buku 2026

Dalam mengoptimalkan kinerja segmen penjualan suku cadang, Perseroan akan melakukan penambahan varian suku cadang dengan terus mengupayakan pemberian harga yang lebih kompetitif. Perseroan juga akan berupaya mengoptimalkan penjualan *attachment, tire*, *MTU engine* dan lain-lain. Selain itu, Perseroan juga memperkuat penjualan melalui *e-commerce*. Hal ini diharapkan akan mampu meningkatkan kinerja segmen penjualan suku cadang pada tahun mendatang

JASA PEMELIHARAAN DAN PERBAIKAN

Segmen usaha Jasa Pemeliharaan dan Perbaikan menawarkan layanan perawatan agar alat berat yang dimiliki pelanggan selalu dalam kondisi prima dan mengoptimalkan umur pakai alat berat. Bentuk layanan pemeliharaan dan perbaikan yang ditawarkan antara lain program SPE (*Service Part Engineering*) yang berupa kunjungan mekanik Perseroan secara berkala ke lokasi proyek pelanggan untuk melakukan inspeksi alat berat.

Selain itu, Perseroan juga menawarkan program CBM (*ConSite-base Maintenance*), yakni pemantauan kondisi aktual alat berat untuk menentukan jenis pemeliharaan yang diperlukan. Disamping itu, Perseroan juga mengikutsertakan program CPM (*ConSite Preventive Maintenance*) sebagai bagian dari penjualan unit sehingga selain mendapatkan unit baru pelanggan juga memperoleh paket jasa inspeksi, perawatan, dan penggantian suku cadang dalam periode tertentu.

Upaya tersebut bertujuan untuk memperluas potensi penjualan suku cadang beserta jasa pemeliharaan dan perbaikan selain sebagai bagian dari layanan purna jual yang ditawarkan Perseroan.

Kinerja Tahun Buku 2025

Kinerja segmen Jasa Pemeliharaan dan Perbaikan menghadapi tekanan pada tahun buku 2025. Sejumlah pelanggan utama Perseroan di sektor pertambangan, yang menjadi kontributor penting terhadap pendapatan segmen ini, melakukan pengurangan biaya operasional sebagai dampak penurunan harga komoditas. Selain itu, pelanggan memilih untuk memperpanjang masa pakai mesin dengan menerapkan strategi *run-to-failure* pada komponen utama guna menekan

segment's performance continued to be supported by strong profitability from operations outside Java, while the Java region faced pressures that affected the segment's overall performance throughout fiscal year 2025.

Fiscal Year 2026 Plan

To optimize the performance of its spare parts sales segment, the Company will expand its product portfolio by introducing additional spare parts variants while continuing to offer more competitive pricing. The Company will also seek to maximize sales of attachments, tires, MTU engines, and other related products. In addition, the Company is strengthening its sales channels through e-commerce platforms to enhance customer accessibility and improve market reach. These initiatives are expected to drive stronger performance in the spare parts sales segment in the coming year.

REPAIR AND MAINTENANCE SERVICES

The Repair and Maintenance Services segment offers maintenance services to keep customers' heavy equipment in optimal condition and to maximize its useful life. The maintenance and repair services offered include the SPE (Service Part Engineering) program, which involves regular visits by the Company's mechanics to customer project sites to inspect heavy equipment.

In addition, the Company also offers the CBM (ConSite-based Maintenance) program, which monitors the actual condition of heavy equipment to determine the type of maintenance required. The Company also includes the CPM (ConSite Preventive Maintenance) program as part of unit sales, so that in addition to receiving a new unit, customers also receive a package of inspection, maintenance, and spare parts replacement services for a certain period.

These efforts aim to expand the potential for spare parts sales together with repair and maintenance services, in addition to being part of the after-sales service offered by the Company.

Fiscal Year 2025 Performance

The Maintenance and Repair Services segment faced significant pressure during fiscal year 2025. Several of the Company's key customers in the mining sector, which are major contributors to this segment's revenue, reduced their operating costs in response to declining commodity prices. In addition, customers opted to extend equipment service life by implementing a run-to-failure strategy for major components to reduce maintenance costs. Some customers also developed

biaya pemeliharaan. Beberapa pelanggan juga mengembangkan fasilitas remanufaktur internal sebagai bagian dari upaya efisiensi biaya.

in-house remanufacturing facilities as part of their cost-efficiency initiatives.

Pemeliharaan dan Perbaikan Maintenance and Repair	Satuan Unit	FY2025	FY2024	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY202		↑↓
				Nominal	Persentase Percentage (%)	
Penghasilan Revenues	USD	83.000.454	82.417.500	582.954	0,7	↑
Beban Pokok Penghasilan Cost of Revenues	USD	51.164.827	45.391.301	5.773.526	12,7	↑
Laba Bruto Gross Profit	USD	31.835.627	37.026.199	(5.190.572)	(14,0)	↓
Marjin Laba Bruto Gross Profit Margin	%	38,4%	44,9%	-	-	↓

Segmen jasa pemeliharaan dan perbaikan mencatatkan kinerja yang relatif stabil pada tahun buku 2025, dengan pendapatan tumbuh 0,7% menjadi USD83,0 juta dibandingkan USD82,4 juta pada tahun sebelumnya. Kontribusi segmen ini terhadap total pendapatan Perseroan meningkat menjadi 16,1% dari 15,8%, mencerminkan pentingnya bisnis purna jual dalam mendukung keberlanjutan kinerja Perseroan. Meskipun demikian, kenaikan beban pokok penghasilan yang lebih tinggi dibandingkan pertumbuhan pendapatan menyebabkan laba bruto turun menjadi USD31,8 juta, dengan marjin laba bruto menurun dari 44,9% menjadi 38,4%. Di tengah tekanan tersebut, segmen ini tetap membukukan laba usaha yang solid sebesar USD22,3 juta, relatif setara dengan USD22,9 juta pada tahun buku 2024, didukung oleh pengelolaan biaya operasional yang efektif serta tetap kuatnya permintaan terhadap layanan pemeliharaan dan perbaikan alat berat.

The repair and maintenance services segment recorded relatively stable performance in fiscal year 2025, with revenue growing 0.7% to USD83.0 million compared to USD82.4 million in the previous year. This segment's contribution to the Company's total revenue increased to 16.1% from 15.8%, reflecting the importance of the after-sales business in supporting the sustainability of the Company's performance. Nevertheless, an increase in cost of revenues that outpaced revenue growth caused gross profit to decline to USD31.8 million, with gross profit margin narrowing from 44.9% to 38.4%. Amid this pressure, the segment still recorded solid operating profit of USD22.3 million, relatively comparable to USD22.9 million in fiscal year 2024, supported by effective operating cost management and continued strong demand for heavy equipment maintenance and repair services.

Rencana Tahun Buku 2026

Sebagai upaya untuk meningkatkan segmen usaha jasa pemeliharaan dan perbaikan, Perseroan akan menawarkan berbagai pilihan skema pemeliharaan dan perbaikan yang menarik dan beragam bagi pelanggan. Selain itu, Implementasi rencana aksi strategi inisiatif Perusahaan yang akan terus dilakukan dengan lebih intensif dan agresif seperti program promosi, remanufaktur komponen dan lain-lain. Target inspeksi dan pemantauan rutin kondisi alat berat pelanggan melalui aktivitas *Service Parts Engineering* (SPE), *Condition-Based Maintenance* (CBM) dan *ConSite Support System* masih akan menjadi *main tools* Perseroan untuk meningkatkan rasio transaksi di tahun mendatang.

Fiscal Year 2026 Plan

To strengthen the performance of its maintenance and repair services segment, the Company will offer customers a wider range of attractive and flexible maintenance and repair schemes. In addition, the Company will continue to implement its strategic initiatives more intensively and proactively through promotional programs, component remanufacturing, and other value-added services. Routine inspections and condition monitoring of customers' heavy equipment through Service Parts Engineering (SPE), Condition-Based Maintenance (CBM), and the ConSite Support System will remain the Company's primary tools for increasing service transactions in the coming year.

Tinjauan Kinerja Keuangan
Financial Performance Overview

Informasi tinjauan keuangan yang disajikan dalam Laporan Tahunan ini mengacu kepada Laporan Keuangan PT Hexindo Adiperkasa Tbk untuk tahun yang berakhir pada tanggal 31 Maret 2026 yang telah diaudit oleh Kantor Akuntan Publik Purwanto Susanti dan Surja sesuai dengan Laporan Audit No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 , dengan opini wajar, dalam semua hal yang material, posisi keuangan Perseroan tanggal 31 Maret 2026, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia. Pembahasan kinerja keuangan Perseroan juga disampaikan dengan memperhatikan penjelasan pada catatan Laporan Keuangan sebagai bagian yang tidak terpisahkan dari Laporan Tahunan ini.

The financial review information presented in this Annual Report refers to the Financial Statements of PT Hexindo Adiperkasa Tbk for the year ended March 31, 2026, which have been audited by the Public Accounting Firm Purwanto Susanti dan Surja in accordance with Audit Report No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026, expressing an opinion that the financial statements present fairly, in all material respects, the Company's financial position as of March 31, 2026, and its financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards. The discussion of the Company's financial performance is also presented with reference to the explanations in the Notes to the Financial Statements, which form an integral part of this Annual Report.

LAPORAN POSISI KEUANGAN

STATEMENT OF FINANCIAL POSITION

Kinerja Posisi Keuangan Periode FY2024 – FY2025
Financial Position Performance, Period FY2024 – FY2025

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Aset **Assets**					
Jumlah Aset Total Assets	407.032.485	456.960.110	(49.927.625)	(10,9)	↓
Liabilitas dan Ekuitas **Liabilities and Equity**					
Jumlah Liabilitas Total Liabilities	242.032.365	285.899.104	(43.866.739)	(15,3)	↓
Jumlah Ekuitas Total Equity	165.000.120	171.061.006	(6.060.886)	(3,5)	↓
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	407.032.485	456.960.110	(49.927.625)	(10,9)	↓

Aset
Asset

Uraian Description	FY2025		FY2024		Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
	FY2025	Kontribusi Contribution	FY2024	Kontribusi Contribution	Nominal	Persentase Percentage	
	USD	%	USD	%	USD	%	
Aset Lancar Current Assets	356.413.660	87,6	395.100.949	86,5	(38.687.289)	(9,8)	↓
Aset Tidak Lancar Non-Current Assets	50.618.825	12,4	61.859.161	13,5	(11.240.336)	(18,2)	↓
Jumlah Aset **Total Assets**	**407.032.485**	**100,0**	**456.960.110**	**100,0**	**(49.927.625)**	**(10,9)**	↓

Jumlah aset Perseroan pada 31 Maret 2026 tercatat sebesar USD407 juta, menurun 10,9% atau senilai USD49,9 juta dari 31 Maret 2025 yang sebesar USD457 juta. Penurunan tersebut disebabkan oleh turunnya Aset Lancar sebesar 9,8% atau senilai USD38,7 juta serta Aset Tidak Lancar sebesar 18,2% atau senilai USD11,2 juta sebagaimana dijelaskan di bawah ini.

The Company's total assets as of March 31, 2026 stood at USD407 million, a decrease of 10.9%, or USD49.9 million, from USD457 million as of March 31, 2025. This decrease was attributable to a decline in Current Assets of 9.8%, or USD38.7 million, and Non-Current Assets of 18.2%, or USD11.2 million, as explained below.

Aset Lancar

Current Assets

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Kas dan Bank Cash in hand and in banks	14.802.890	17.802.237	(2.999.347)	(16,8)	↓
Piutang Usaha - neto Trade receivables - net	113.420.961	156.019.163	(42.598.202)	(27,3)	↓
Piutang Non-Usaha - neto Non-trade receivables - net	593.799	6.144.026	(5.550.227)	(90,3)	↓
Piutang Derivatif Derivative receivables	116.277	111.172	5.105	4,6	↑
Persediaan Inventories	224.724.975	211.853.148	12.871.827	6,1	↑
Uang Muka Advances	1.379.262	2.447.955	(1.068.693)	(43,7)	↓
Biaya Dibayar di Muka Prepaid expenses	379.394	344.179	35.215	10,2	↑
Pajak Dibayar di Muka - neto Prepaid taxes - net	996.102	379.069	617.033	162,8	↑
Jumlah Aset Lancar **Total Current Assets**	**356.413.660**	**395.100.949**	**(38.687.289)**	**(9,8)**	↓

Saldo aset lancar Perseroan pada 31 Maret 2026 mencapai USD356,4 juta, menurun 9,8% atau setara USD38,7 juta dari tahun sebelumnya yang sebesar USD395,1 juta. Penurunan aset lancar terutama disebabkan oleh berkurangnya saldo piutang usaha neto dari USD156,0 juta menjadi USD113,4 juta seiring dengan penerimaan pembayaran dari pelanggan, serta penurunan piutang non-usaha.

Penurunan tersebut sebagian terkompensasi oleh meningkatnya saldo persediaan barang dagang berupa alat berat dan suku cadang dari USD211,9 juta menjadi USD224,7 juta.

The Company's current assets balance as of March 31, 2026 reached USD356.4 million, a decrease of 9.8%, or the equivalent of USD38.7 million, from USD395.1 million in the previous year. The decline in current assets was mainly due to a decrease in net trade receivables from USD156.0 million to USD113.4 million, in line with collections from customers, as well as a decrease in non-trade receivables.

This decrease was partly offset by an increase in the inventory balance of merchandise, comprising heavy equipment and spare parts, from USD211.9 million to USD224.7 million.

Aset Tidak Lancar / Non-Current Assets

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Aset Keuangan Tidak Lancar Non-current financial assets	4.756.610	4.823.537	(66.927)	(1,4)	↓
Aset tetap - neto Fixed assets - net	36.394.810	47.146.115	(10.751.305)	(22,8)	↓
Aset hak-guna - neto Right-of-use assets - net	1.350.168	2.917.391	(1.567.223)	(53,7)	↓
Aset tak berwujud - neto Intangible assets - net	1.798.223	2.230.219	(431.996)	(19,4)	↓
Estimasi tagihan pajak Estimates claims for tax refund	1.345.655	256.981	1.088.674	423,6	↑
Aset pajak tangguhan - neto Deferred tax assets -net	4.940.636	4.451.258	489.378	11,0	↑
Uang jaminan Security deposits	32.723	33.660	(937)	(2,8)	↓
Jumlah Aset Tidak Lancar **Total Non-Current Assets**	**50.618.825**	**61.859.161**	**(11.240.336)**	**(18,2)**	↓

Jumlah aset tidak lancar Perseroan pada 31 Maret 2026 mencapai USD50,6 juta, menurun 18,2% atau setara USD11,2 juta dari tahun sebelumnya yang sebesar USD61,9 juta. Penurunan tersebut utamanya disebabkan oleh berkurangnya saldo aset tetap neto dari USD47,1 juta menjadi USD36,4 juta, seiring dengan adanya reklasifikasi sebagian aset tetap menjadi persediaan dan beban penyusutan tahun berjalan. Selain itu, saldo aset hak-guna neto dan aset takberwujud neto juga mengalami penurunan.

The Company's total non-current assets as of March 31, 2026 reached USD50.6 million, a decrease of 18.2%, or the equivalent of USD11.2 million, from USD61.9 million in the previous year. This decrease was mainly due to a decline in the net fixed assets balance from USD47.1 million to USD36.4 million, in line with the reclassification of a portion of fixed assets to inventory and current-year depreciation expense. In addition, the net right-of-use assets and net intangible assets balances also decreased.

Liabilitas / Liabilities

Uraian Description	FY2025		FY2024		Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
	FY2025	Kontribusi Contribution	FY2024	Kontribusi Contribution	Nominal	Persentase Percentage	
	USD	%	USD	%	USD	%	
Liabilitas Jangka Pendek Short Term Liabilities	221.698.473	91,6	267.951.014	93,7	(46.252.541)	(17,3)	↓
Liabilitas Jangka Panjang Long Term Liabilities	20.333.892	8,4	17.948.090	6,3	2.385.802	13,3	↑
Jumlah Liabilitas **Total Liabilities**	**242.032.365**	**100,0**	**285.899.104**	**100,0**	**(43.866.739)**	**(15,3)**	↓

Jumlah liabilitas Perseroan per 31 Maret 2026 tercatat sebesar USD242,0 juta, menurun 15,3% atau setara USD43,9 juta dari tahun sebelumnya yang sebesar USD285,9 juta. Penurunan ini terutama disebabkan oleh berkurangnya liabilitas jangka pendek sebesar 17,3% atau senilai USD46,3 juta, yang sebagian terkompensasi oleh naiknya liabilitas jangka panjang sebesar 13,3% atau senilai USD2,4 juta sebagaimana dijelaskan di bawah ini.

The Company's total liabilities as of March 31, 2026 stood at USD242.0 million, a decrease of 15.3%, or the equivalent of USD43.9 million, from USD285.9 million in the previous year. This decrease was mainly due to a decline in current liabilities of 17.3%, or USD46.3 million, which was partly offset by an increase in non-current liabilities of 13.3%, or USD2.4 million, as explained below.

Liabilitas Jangka Pendek

Short Term Liabilities

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Utang bank jangka pendek Short-term bank loans	93.308.350	165.242.897	(71.934.547)	(43,5)	↓
Utang usaha Trade Payable	104.326.097	74.485.853	29.840.244	40,1	↑
Utang non-usaha Non-trade payables	2.625.113	2.577.103	48.010	1,9	↑
Uang muka pelanggan Customers deposits	8.111.969	3.426.403	4.685.566	136,7	↑
Beban akrual Accrued expenses	9.723.674	11.392.652	(1.668.978)	(14,6)	↓
Liabilitas imbalan kerja jangka pendek Short-term employee benefits liability	2.666.317	4.369.458	(1.703.141)	(39,0)	↓
Utang pajak Tax payable	504.831	4.995.878	(4.491.047)	(89,9)	↓
Liabilitas sewa yang jatuh tempo dalam waktu satu tahun Current maturities of lease liabilities	371.134	1.044.469	(673.335)	(64,5)	↓
Liabilitas jangka pendek lainnya Other current liabilities	60.988	416.301	(355.313)	(85,4)	↓
Jumlah Liabilitas Jangka Pendek **Total Short-Term Liabilities**	**221.698.473**	**267.951.014**	**(46.252.541)**	**(17,3)**	↓

Jumlah liabilitas jangka pendek Perseroan pada 31 Maret 2026 adalah USD221,7 juta, menurun 17,3% atau senilai USD46,3 juta dibandingkan tahun sebelumnya yang sebesar USD268,0 juta. Penurunan tersebut terutama disebabkan oleh berkurangnya utang bank jangka pendek dari USD165,2 juta menjadi USD93,3 juta seiring dengan pembayaran kembali utang bank oleh Perseroan.

The Company's total current liabilities as of March 31, 2026 were USD221.7 million, a decrease of 17.3%, or the equivalent of USD46.3 million, compared to USD268.0 million in the previous year. This decrease was mainly due to a decline in short-term bank loans from USD165.2 million to USD93.3 million, in line with the Company's repayment of bank loans.

Penurunan tersebut sebagian terkompensasi oleh meningkatnya utang usaha dari USD74,5 juta menjadi USD104,3 juta serta naiknya uang muka pelanggan.

This decrease was partly offset by an increase in trade payables from USD74.5 million to USD104.3 million, as well as an increase in customer advances.

Liabilitas Jangka Panjang

Long Term Liabilities

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Liabilitas sewa-setelah dikurangi bagian yang jatuh tempo dalam waktu satu tahun Lease liabilities - net of current maturities	6.175	316.258	(310.083)	(98,0)	↓
Liabilitas imbalan pasca kerja jangka panjang Long-Term Liabilities	20.327.717	17.631.832	2.695.885	15,3	↑
Jumlah Liabilitas Jangka Panjang **Total Long-Term Liabilities**	**20.333.892**	**17.948.090**	**2.385.802**	**13,3**	↑

Nilai liabilitas jangka panjang Perseroan per 31 Maret 2026 tercatat sebesar USD20,3 juta, meningkat 13,3% atau senilai USD2,4 juta dari tahun sebelumnya yang sebesar USD17,9 juta. Kenaikan ini terutama disebabkan oleh naiknya saldo liabilitas imbalan paska kerja jangka panjang dari USD17,6 juta menjadi USD20,3 juta.

The Company's total non-current liabilities as of March 31, 2026 stood at USD20.3 million, an increase of 13.3%, or the equivalent of USD2.4 million, from USD17.9 million in the previous year. This increase was mainly due to a rise in the long-term post-employment benefits liability balance from USD17.6 million to USD20.3 million.

Ekuitas / Equity

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Modal ditempatkan dan disetor penuh Issued and fully paid shares	23.232.926	23.232.926	0	0,0	
Tambahan modal disetor - neto Additional paid-in capital - net	7.998.836	7.998.836	0	0,0	
Saldo laba telah ditentukan penggunaannya Retained earnings appropriate	4.646.585	4.646.585	0	0,0	
Saldo laba belum ditentukan penggunaannya Retained earnings unappropriate	130.091.975	135.852.256	(5.760.281)	(4,2)	↓
Penghasilan komprehensif lain Other comprehensive income	(970.202)	(669.597)	(300.605)	(44,9)	↓
Jumlah Ekuitas **Total Equity**	**165.000.120**	**171.061.006**	**(6.060.886)**	**(3,5)**	↓

Pada 31 Maret 2026, saldo ekuitas Perseroan tercatat sebesar USD165,0 juta, menurun 3,5% atau senilai USD6,1 juta dibandingkan tahun sebelumnya yang sebesar USD171,1 juta. Penurunan tersebut disebabkan oleh turunnya saldo laba belum ditentukan penggunaannya dari USD135,9 juta menjadi USD130,1 juta, seiring dengan laba tahun berjalan sebesar USD16,0 juta yang lebih rendah dari pembagian dividen kas sebesar USD21,7 juta.

As of March 31, 2026, the Company's equity balance stood at USD165.0 million, a decrease of 3.5%, or the equivalent of USD6.1 million, compared to USD171.1 million in the previous year. This decrease was due to a decline in the unappropriated retained earnings balance from USD135.9 million to USD130.1 million, in line with current-year profit of USD16.0 million being lower than the cash dividend distribution of USD21.7 million.

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN / STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Penghasilan Neto Net Revenues	515.423.217	522.714.838	(7.291.621)	(1,4)	↓
Beban Pokok Penghasilan Cost of Revenues	425.239.963	412.414.203	12.825.760	3,1	↑
Laba Bruto Gross Profit	90.183.254	110.300.635	(20.117.381)	(18,2)	↓
Beban penjualan Selling expenses	28.927.354	28.113.751	813.603	2,9	↑
Beban umum dan administrasi General and administrative expenses	34.542.702	34.446.627	96.075	0,3	↑
Pendapatan lainnya Other income	2.538.161	2.274.441	263.720	11,6	↑

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Beban lainnya Other expenses	1.602.367	2.876.555	(1.274.188)	(44,3)	↓
Laba Usaha Operating Profit	27.648.992	47.138.143	(19.489.151)	(41,3)	↓
Penghasilan bunga Interest income	242.661	200.956	41.705	20,8	↑
Beban bunga Interest expenses	7.339.547	7.313.163	26.384	0,4	↑
Laba Sebelum Pajak Penghasilan Profit Before Income Tax	20.552.106	40.025.936	(19.473.830)	(48,7)	↓
Beban pajak penghasilan - neto Income tax expense - net	4.568.987	8.964.201	(4.395.214)	(49,0)	↓
Laba Tahun Berjalan Profit For The Year	15.983.119	31.061.735	(15.078.616)	(48,5)	↓
Jumlah Penghasilan Komprehensif Lain Tahun Berjalan Setelah Pajak Other Comprehensive Income For The Year, Net of Tax	(300.605)	(186.952)	(113.653)	(60,8)	↓
Total Penghasilan Komprehensif Tahun Berjalan Total Comprehensive Income For the Year	15.682.514	30.874.783	(15.192.269)	(49,2)	↓
Laba Per Saham Dasar **Basic Earnings Per Share**	**0,019**	**0,037**	**(0,018)**	**(48,6)**	↓

Penghasilan Neto

Perseroan memiliki 4 (empat) sumber penghasilan dalam kegiatan usahanya, yaitu penjualan alat berat, jasa penyewaan alat berat, penjualan suku cadang, dan jasa pemeliharaan dan perbaikan.

Net Revenues

The Company has 4 (four) sources of revenue in its business activities, namely sales of heavy equipment, rental of heavy equipment, sales of spare parts, and repair and maintenance services.

Sumber Pendapatan dan Kontribusinya terhadap Total Pendapatan Perseroan

Sources of Revenue and Contribution to Total Company Revenue

Penghasilan Revenue	FY2025		FY2024		Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
	Jumlah Total	Kontribusi Contribution	Jumlah Total	Kontribusi Contribution	Nominal	Persentase Percentage	
	USD	%	USD	%	USD	%	
Penjualan Alat Berat Sales of Heavy Equipment	339.218.927	65,8	317.693.512	60,8	21.525.415	6,8	↑
Jasa Penyewaan Alat Berat Rental of Heavy Equipment	9.696.415	1,9	14.672.997	2,8	(4.976.582)	(33,9)	↓
Penjualan Suku Cadang Sales of Spare Parts	83.507.421	16,2	107.930.829	20,6	(24.423.408)	(22,6)	↓
Jasa Pemeliharaan dan Perbaikan Repair and Maintenance Service	83.000.454	16,1	82.417.500	15,8	582.954	0,7	↑
Jumlah **Total**	**515.423.217**	**100,0**	**522.714.838**	**100,0**	**(7.291.621)**	**(1,4)**	↓

Penghasilan neto Hexindo pada tahun buku 2025 tercatat sebesar USD515,4 juta, menurun tipis 1,4% atau setara USD7,3 juta dari tahun sebelumnya yang sebesar USD522,7 juta. Penurunan ini terutama disebabkan oleh turunnya penjualan suku cadang dan jasa penyewaan alat berat, yang sebagian besar terkompensasi oleh meningkatnya penjualan alat berat serta jasa pemeliharaan dan perbaikan.

Hexindo's net revenue in fiscal year 2025 stood at USD515.4 million, a slight decrease of 1.4%, or the equivalent of USD7.3 million, from USD522.7 million in the previous year. This decrease was mainly due to lower sales of spare parts and heavy equipment rental services, which was largely offset by an increase in heavy equipment sales and repair and maintenance services.

Beban Pokok Penghasilan

Cost of Revenues

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Penjualan Alat Berat Sales of Heavy Equipment	313.015.197	290.753.433	22.261.764	7,7	↑
Jasa Penyewaan Alat Berat Rental of Heavy Equipment	5.078.347	7.723.976	(2.645.629)	(34,3)	↓
Penjualan Suku Cadang Sales of Spare Parts	55.981.592	68.545.493	(12.563.901)	(18,3)	↓
Jasa Pemeliharaan dan Perbaikan Repair and Maintenance Service	51.164.827	45.391.301	5.773.526	12,7	↑
Jumlah **Total**	**425.239.963**	**412.414.203**	**12.825.760**	**3,1**	↑

Beban pokok penghasilan Perseroan meningkat 3,1% atau senilai USD12,8 juta, dari USD412,4 juta menjadi USD425,2 juta. Peningkatan ini terutama berasal dari naiknya beban pokok penjualan alat berat serta jasa pemeliharaan dan perbaikan, di tengah penurunan beban pokok penjualan suku cadang dan jasa penyewaan. Kenaikan beban pokok di tengah penghasilan neto yang relatif stabil mengakibatkan marjin laba bruto Perseroan menurun.

The Company's cost of revenues increased by 3.1%, or the equivalent of USD12.8 million, from USD412.4 million to USD425.2 million. This increase was mainly attributable to higher cost of revenues from heavy equipment sales and repair and maintenance services, amid a decline in cost of revenues from spare parts sales and rental services. The increase in cost of revenues amid relatively stable net revenue resulted in a decline in the Company's gross profit margin.

Beban Penjualan

Selling Expenses

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Gaji, upah dan imbalan kerja karyawan Salaries, wages and employee benefits	10.283.131	10.699.285	(416.154)	(3,9)	↓
Royalti Royalty	10.204.890	10.408.167	(203.277)	(2,0)	↓
Servis berkala Periodical service	1.889.000	1.529.167	359.833	23,5	↑
Inspeksi pra-penyerahan Pre-delivery inspection	2.530.212	1.798.896	731.316	40,7	↑
Lain-lain Others	4.020.121	3.678.236	341.885	9,3	↑
Jumlah **Total**	**28.927.354**	**28.113.751**	**813.603**	**2,9**	↑

Perseroan membukukan beban penjualan sepanjang tahun buku 2025 sebesar USD28,9 juta, meningkat 2,9% atau senilai USD0,8 juta dari tahun sebelumnya yang sebesar USD28,1 juta. Peningkatan ini terutama disebabkan oleh naiknya beban inspeksi pra-penyerahan dan servis berkala, yang sebagian terkompensasi oleh penurunan beban gaji dan royalti.

The Company recorded selling expenses of USD28.9 million in fiscal year 2025, an increase of 2.9%, or the equivalent of USD0.8 million, from USD28.1 million in the previous year. This increase was mainly due to higher pre-delivery inspection and periodic service expenses, which was partly offset by a decrease in salary and royalty expenses.

Beban Umum dan Administrasi

General and Administrative Expense

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Gaji, upah dan imbalan kerja karyawan Salaries, wages and employee benefits	13.089.443	14.210.751	(1.121.308)	(7,9)	↓
Penyusutan aset tetap Depreciation of fixed assets	3.434.563	4.029.546	(594.983)	(14,8)	↓
Keperluan kantor Office supplies	4.316.585	3.592.750	723.835	20,1	↑
Penyusutan aset hak-guna Depreciation of right-of-use assets	2.569.767	2.659.110	(89.343)	(3,4)	↓
Tenaga kerja honorer Honorary	2.697.953	2.597.005	100.948	3,9	↑
Asuransi Insurance	1.415.304	1.465.645	(50.341)	(3,4)	↓
Komunikasi Communication	1.312.289	1.345.296	(33.007)	(2,5)	↓
Perjalanan dinas Travelling	1.558.088	1.344.655	213.433	15,9	↑
Perbaikan dan pemeliharaan Repair and maintenance	1.058.530	1.182.940	(124.410)	(10,5)	↓
Lain-lain Others	3.090.180	2.018.929	1.071.251	53,1	↑
Jumlah **Total**	34.542.702	34.446.627	96.075	0,3	↑

Beban umum dan administrasi Perseroan relatif stabil, meningkat tipis 0,3% atau senilai USD96,1 ribu, dari USD34,4 juta menjadi USD34,5 juta. Kenaikan terutama berasal dari beban keperluan kantor dan lain-lain, yang hampir seluruhnya terkompensasi oleh penurunan beban gaji serta beban penyusutan aset tetap.

The Company's general and administrative expenses were relatively stable, increasing slightly by 0.3%, or the equivalent of USD96.1 thousand, from USD34.4 million to USD34.5 million. The increase was mainly attributable to office supplies and other expenses, which was almost entirely offset by a decrease in salary expenses and depreciation expense on fixed assets.

Pendapatan Lainnya / Other Income

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Pendapatan klaim garansi - neto Warranty claim income - net	56.926	741.740	(684.814)	(92,3)	↓
Laba atas pelepasan aset tetap - neto Gain on disposal of fixed assets - net	220.378	609.994	(389.616)	(63,9)	↓
Pendapatan dividen kas Cash dividends	527.325	363.353	163.972	45,1	↑
Pendapatan komisi Commission income	-	158.124	-	-	
Pemulihan kerugian penurunan nilai piutang non-usaha Recovery of impairment losses on non-trade receivables	-	121	-	-	
Laba neto selisih kurs atas aktivitas operasi Gain on foreign exchange of operating activities	1.307.892	-	-	-	
Lain-lain Others	425.640	401.109	24.531	6,1	↑
Jumlah **Total**	**2.538.161**	**2.274.441**	**263.720**	**11,6**	↑

Perseroan mencatat pendapatan lainnya sebesar USD2,5 juta, meningkat 11,6% atau setara USD263,7 ribu dari tahun sebelumnya yang sebesar USD2,3 juta. Peningkatan ini terutama disebabkan oleh adanya laba neto selisih kurs atas aktivitas operasi sebesar USD1,3 juta serta naiknya pendapatan dividen kas, yang sebagian terkompensasi oleh penurunan pendapatan klaim garansi dan tidak adanya pendapatan komisi pada tahun ini.

The Company recorded other income of USD2.5 million, an increase of 11.6%, or the equivalent of USD263.7 thousand, from USD2.3 million in the previous year. This increase was mainly due to a net gain on foreign exchange from operating activities of USD1.3 million and higher cash dividend income, which was partly offset by a decrease in warranty claim income and the absence of commission income this year.

Beban Lainnya / Other Expenses

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Rugi neto selisih kurs atas aktivitas operasi Loss on foreign exchange of operating activities	-	1.975.565	-	-	
Rugi atas perubahan nilai wajar derivatif, setelah dikurangi dengan realisasi transaksi derivatif Loss on changes in fair value of derivative, net with realization of derivative transactions	788.663	722.289	66.374	9,2	↑
Penyisihan kerugian kredit ekspektasian piutang usaha Provision for expected credit loss on trade receivables	699.165	128.156	571.009	445,6	↑
Rugi atas penghapusan aset hak-guna Loss on disposal of right-of-use assets	114.539	27.134	87.405	322,1	↑
Beban pajak Tax expense	-	23.411	-	-	
Jumlah **Total**	**1.602.367**	**2.876.555**	**(1.274.188)**	**(44,3)**	↓

Perseroan mencatat beban lainnya sebesar USD1,6 juta, menurun 44,3% atau setara USD1,3 juta dari tahun sebelumnya yang sebesar USD2,9 juta. Penurunan ini terutama disebabkan oleh tidak adanya rugi neto selisih kurs pada tahun ini (tahun sebelumnya sebesar USD2,0 juta), yang sebagian terkompensasi oleh meningkatnya penyisihan kerugian kredit ekspektasian piutang usaha.

Penghasilan (Beban) Bunga

Pada tahun buku 2025, Perseroan mencatat penghasilan bunga dari jasa giro sebesar USD242,7 ribu. Perseroan juga mencatat beban bunga sebesar USD7,3 juta yang berasal dari bunga atas utang bank dan liabilitas sewa, relatif stabil dibandingkan tahun sebelumnya.

Beban Pajak Penghasilan - Neto

Beban pajak penghasilan-neto Perseroan pada tahun buku 2025 sebesar USD4,6 juta, menurun 49,0% atau setara USD4,4 juta dari tahun sebelumnya yang sebesar USD9,0 juta. Penurunan ini sejalan dengan berkurangnya laba sebelum pajak penghasilan tahun berjalan.

Laba Tahun Berjalan

Perseroan membukukan laba tahun berjalan sebesar USD16,0 juta, menurun 48,5% atau setara USD15,1 juta dibandingkan tahun sebelumnya yang sebesar USD31,1 juta. Penurunan ini terutama disebabkan oleh turunnya laba bruto akibat kompresi marjin, seiring dengan meningkatnya beban pokok penghasilan di tengah penghasilan neto yang relatif stabil.

Penghasilan (Rugi) Komprehensif Lain

Pada tahun buku 2025, Perseroan mencatat rugi komprehensif lain sebesar USD300,6 ribu yang berasal dari pengukuran kembali atas program imbalan pasti dan perubahan nilai wajar investasi saham beserta pajak penghasilan tangguhan terkait.

Laba Komprehensif Tahun Berjalan

Perseroan membukukan laba komprehensif tahun berjalan sebesar USD15,7 juta, menurun 49,2% atau senilai USD15,2 juta dari tahun sebelumnya yang sebesar USD30,9 juta.

Laba Bersih Per Saham

Perseroan mencatatkan laba bersih per saham dasar pada tahun buku 2025 sebesar USD0,019, menurun dari USD0,037 pada tahun sebelumnya.

The Company recorded other expenses of USD1.6 million, a decrease of 44.3%, or the equivalent of USD1.3 million, from USD2.9 million in the previous year. This decrease was mainly due to the absence of a net loss on foreign exchange this year (compared to USD2.0 million in the previous year), which was partly offset by an increase in the provision for expected credit losses on trade receivables.

Interest Income (Expenses)

In fiscal year 2025, the Company recorded interest income from current account services of USD242.7 thousand. The Company also recorded interest expense of USD7.3 million, arising from interest on bank loans and lease liabilities, relatively stable compared to the previous year.

Income Tax Expense - Net

The Company's net income tax expense in fiscal year 2025 was USD4.6 million, a decrease of 49.0%, or the equivalent of USD4.4 million, from USD9.0 million in the previous year. This decrease was in line with the decline in current-year profit before income tax.

Profit for the Year

The Company recorded profit for the year of USD16.0 million, a decrease of 48.5%, or the equivalent of USD15.1 million, compared to USD31.1 million in the previous year. This decrease was mainly due to lower gross profit resulting from margin compression, in line with the increase in cost of revenues amid relatively stable net revenue.

Other Comprehensive Income (Loss)

In fiscal year 2025, the Company recorded other comprehensive loss of USD300.6 thousand, arising from the remeasurement of the defined benefit program and changes in the fair value of equity investments, together with the related deferred income tax.

Comprehensive Income for the Year

The Company recorded comprehensive income for the year of USD15.7 million, a decrease of 49.2%, or the equivalent of USD15.2 million, from USD30.9 million in the previous year.

Basic Earnings Per Share

The Company recorded basic earnings per share of USD0.019 in fiscal year 2025, a decrease from USD0.037 in the previous year.

LAPORAN ARUS KAS

CASH FLOW STATEMENT

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Kas Neto yang Diperoleh dari Aktivitas Operasi Net Cash Provided by Operating Activities	103.444.891	23.585.753	79.859.138	338,6	↑
Kas Neto yang Digunakan dari Aktivitas Investasi Net Cash Used in Investing Activities	(2.176.570)	(5.640.011)	3.463.441	61,4	↑
Kas Neto yang Digunakan untuk Aktivitas Pendanaan Net Cash Used in Financing Activities	(103.937.598)	(17.010.693)	(86.926.905)	(511,0)	↓
Kenaikan (Penurunan) Neto Kas dan Bank Net Increase (Decrease) in Cash on Hand and In Banks	(2.669.277)	935.049	(3.604.326)	(385,5)	↓
Dampak Neto Perubahan Nilai Tukar atas Kas dan Bank Net Effect of Changes in Exchange Rates on Cash on Hand and In Banks	(330.070)	(541.543)	211.473	39,1	↑
Kas dan Bank Awal Tahun Cash on Hand and In Banks at Beginning of Year	17.802.237	17.408.731	393.506	2,3	↑
Kas dan Bank Akhir Tahun Cash on Hand and In Banks at End of Year	14.802.890	17.802.237	(2.999.347)	(16,8)	↓

Per 31 Maret 2026, Hexindo mencatat kas dan bank sebesar USD14,8 juta, menurun 16,9% atau setara USD3,0 juta dari tahun sebelumnya yang sebesar USD17,8 juta. Penurunan ini terutama disebabkan oleh meningkatnya kas neto yang digunakan untuk aktivitas pendanaan, yang sebagian besar terkompensasi oleh kuatnya kas neto yang diperoleh dari aktivitas operasi.

As of March 31, 2026, Hexindo recorded cash and cash equivalents of USD14.8 million, a decrease of 16.9%, or the equivalent of USD3.0 million, from USD17.8 million in the previous year. This decrease was mainly due to an increase in net cash used for financing activities, which was largely offset by strong net cash provided by operating activities.

Arus Kas dari Aktivitas Operasi

Cash Flows from Operating Activities

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Penerimaan dari pelanggan Receipt from customers	559.832.767	482.988.177	76.844.590	15,9	↑
Pembayaran kepada pemasok Payment to suppliers	(383.908.610)	(378.041.976)	(5.866.634)	(1,6)	↓
Pembayaran untuk gaji, upah dan kesejahteraan karyawan Payment for salaries, wages and benefits	(33.762.995)	(33.690.271)	(72.724)	(0,2)	↓
Pembayaran untuk beban usaha Payment for operating expenses	(31.200.512)	(31.366.497)	165.985	0,5	↑
Kas neto yang diperoleh dari operasi Nest cash generated from operations	110.960.650	39.889.433	71.071.217	178,2	↑
Penerimaan dari penghasilan bunga Receipt of interest income	242.661	200.956	41.705	20,8	↑
Pembayaran pajak penghasilan Payment of income taxes	(9.117.722)	(9.114.837)	(2.885)	(0,0)	↓
Pembayaran untuk kegiatan usaha lainnya Payment of other operating activities	1.359.302	(7.389.799)	8.749.101	118,4	↑
Kas neto yang diperoleh dari aktivitas operasi Net cash provided by operating activities	103.444.891	23.585.753	79.859.138	338,6	↑

Pada tahun buku 2025, Perseroan mencatat kas neto yang diperoleh dari aktivitas operasi sebesar USD103,4 juta, meningkat signifikan 338,6% atau setara USD79,9 juta dibandingkan tahun sebelumnya yang sebesar USD23,6 juta. Peningkatan ini terutama disebabkan oleh naiknya penerimaan kas dari pelanggan dari USD483,0 juta menjadi USD559,8 juta.

In fiscal year 2025, the Company recorded net cash provided by operating activities of USD103.4 million, a significant increase of 338.6%, or the equivalent of USD79.9 million, compared to USD23.6 million in the previous year. This increase was mainly due to higher cash receipts from customers, which rose from USD483.0 million to USD559.8 million.

Arus Kas dari Aktivitas Investasi

Cash Flows from Investing Activities

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Hasil penjualan aset tetap Proceeds from sale of fixed assets	255.809	614.209	(358.400)	(58,4)	↓
Penerimaan dividen kas Receipt from cash dividends	527.325	363.353	163.972	45,1	↑
Perolehan aset tetap Acquisition of fixed assets	(2.965.745)	(4.769.009)	1.803.264	37,8	↑
Perolehan aset takberwujud Acquisition of intangible assets	(1.244)	(1.848.564)	1.847.320	99,9	↑
Penerimaan dari pelepasan aset hak-guna Proceeds from disposal of right-of-use assets	7.285	-	7.285	-	↑
Kas neto yang digunakan untuk aktivitas investasi Net cash used in investing activities	(2.176.570)	(5.640.011)	3.463.441	61,4	↑

Sepanjang tahun buku 2025, kas neto yang digunakan Perseroan untuk aktivitas investasi sebesar USD2,2 juta, menurun 61,4% atau setara USD3,5 juta dari tahun sebelumnya yang sebesar USD5,6 juta. Penurunan ini terutama disebabkan oleh berkurangnya pengeluaran untuk perolehan aset tetap dan aset tak berwujud.

Throughout fiscal year 2025, net cash used by the Company for investing activities amounted to USD2.2 million, a decrease of 61.4%, or the equivalent of USD3.5 million, from USD5.6 million in the previous year. This decrease was mainly due to lower expenditure on the acquisition of fixed assets and intangible assets.

Arus Kas dari Aktivitas Pendanaan

Cash Flows from Financing Activities

Uraian Description	FY2025 (USD)	FY2024 (USD)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025		↑↓
			Nominal (USD)	Persentase Percentage (%)	
Penerimaan dari utang bank Proceeds from short-term bank loans	144.824.732	344.009.887	(199.185.155)	(57,9)	↓
Pembayaran utang bank jangka pendek Payment of short-term bank loans	(217.588.310)	(312.021.015)	94.432.705	30,3	↑
Pembayaran dividen kas Payment if cash dividends	(21.743.400)	(38.998.315)	17.254.915	44,2	↑
Pembayaran beban bunga Payment of interest expenses	(7.249.039)	(7.313.163)	64.124	0,9	↑
Pembayaran liabilitas sewa Payment of lease liabilities	(2.181.581)	(2.688.087)	506.506	18,8	↑
Kas neto yang digunakan untuk aktivitas pendanaan Net cash used in financing activities	(103.937.598)	(17.010.693)	(86.926.905)	(511,0)	↓

Perseroan mencatat kas neto yang digunakan untuk aktivitas pendanaan pada tahun buku 2025 sebesar USD103,9 juta, meningkat signifikan dari USD17,0 juta pada tahun sebelumnya. Peningkatan ini terutama disebabkan oleh pembayaran kembali utang bank jangka pendek secara neto serta pembayaran dividen kas, sejalan dengan strategi Perseroan menurunkan tingkat utang berbunga.

The Company recorded net cash used for financing activities in fiscal year 2025 of USD103.9 million, a significant increase from USD17.0 million in the previous year. This increase was mainly due to net repayment of short-term bank loans and the payment of cash dividends, in line with the Company's strategy to reduce its level of interest-bearing debt.

Kemampuan Menghasilkan Keuntungan
Profit Generating Ability

Dalam mengukur kemampuan menghasilkan keuntungan, Perseroan menggunakan beberapa rasio yang dapat digolongkan ke dalam rasio profitabilitas.

In measuring its profit-generating capability, the Company uses several ratios that can be classified as profitability ratios.

Uraian Description	FY2025 (%)	FY2024 (%)	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025 (%)
Margin Laba Bruto Gross Profit Margin	17,5	21,1	(3,6)
Margin Laba Usaha Operating Profit Margin	5,4	9,0	(3,6)
Margin Laba Bersih Net Profit Margin	3,1	5,9	(2,8)
Tingkat Pengembalian Aset Return on Assets	3,9	6,8	(2,9)
Tingkat Pengembalian Ekuitas Return on Equity	9,7	18,2	(8,5)
Perputaran Aset Asset Turnover	119,3	120,7	(1,4)

Kemampuan Perseroan dalam menghasilkan keuntungan pada tahun buku 2025 mengalami tekanan yang tercermin pada seluruh indikator profitabilitas utama, meskipun Perseroan tetap membukukan kinerja yang positif secara absolut. Marjin laba kotor (*gross profit margin*) terkoreksi dari 21,10% menjadi 17,50%, mencerminkan kombinasi antara pergeseran komposisi pendapatan ke arah segmen penjualan alat berat yang kontribusinya naik dari 60,8% menjadi 65,8% dari total pendapatan namun memiliki marjin yang secara inheren lebih tipis, serta kompresi marjin yang terjadi hampir di seluruh lini usaha, dimana paling dalam pada segmen jasa pemeliharaan dan perbaikan (dari 44,9% menjadi 38,4%) dan penjualan suku cadang (dari 36,5% menjadi 33,0%).

The Company's profit-generating capability in fiscal year 2025 came under pressure, as reflected across all key profitability indicators, although the Company continued to record a positive performance in absolute terms. Gross profit margin declined from 21.10% to 17.50%, reflecting a combination of the shift in revenue composition toward the heavy equipment sales segment — whose contribution rose from 60.8% to 65.8% of total revenue but which carries an inherently thinner margin — as well as margin compression that occurred across almost all business lines, most severely in the repair and maintenance services segment (from 44.9% to 38.4%) and spare parts sales (from 36.5% to 33.0%).

Tekanan berlanjut ke level operasional, di mana marjin laba usaha turun dari 9,0% menjadi 5,4%. Penurunan pada level ini murni bersumber dari kompresi laba bruto, mengingat total beban usaha (beban penjualan dan beban umum & administrasi) relatif terkendali dengan kenaikan gabungan hanya 1,5%, jauh di bawah laju penurunan laba bruto sebesar 18,2% yang mengindikasikan disiplin pengendalian biaya operasional Perseroan tetap terjaga di tengah tekanan pendapatan.

Pressure continued at the operating level, where operating profit margin fell from 9.0% to 5.4%. This decline was driven purely by gross profit compression, given that total operating expenses (selling expenses and general & administrative expenses) remained relatively well controlled, with a combined increase of only 1.5%, far below the 18.2% rate of decline in gross profit — indicating that the Company's operating cost discipline remained intact amid revenue pressure.

Penurunan justru semakin dalam pada level laba sebelum pajak, yang terkoreksi 48,7% dari USD40,0 juta menjadi USD20,6 juta atau lebih tajam dibandingkan penurunan laba usaha sebesar 41,3%. Divergensi ini terjadi karena beban bunga Perseroan relatif tetap (USD7,3 juta di kedua tahun) sebagai konsekuensi dari struktur utang berbunga yang baru mulai diturunkan signifikan menjelang akhir tahun buku, sehingga beban keuangan yang bersifat tetap tersebut menyerap porsi yang jauh lebih besar dari laba usaha yang menyusut. Marjin laba bersih turut terkoreksi dari 5,9% menjadi 3,1%, dengan penurunan yang secara proporsional sejalan dengan laba sebelum pajak, mengingat beban pajak penghasilan turun 49,0% sehingga tarif pajak efektif Perseroan relatif stabil pada kisaran 22%.

The decline deepened further at the pre-tax profit level, which fell 48.7% from USD40.0 million to USD20.6 million, a sharper decline than the 41.3% decrease in operating profit. This divergence occurred because the Company's interest expense remained relatively fixed (USD7.3 million in both years), as a consequence of an interest-bearing debt structure that only began to be significantly reduced toward the end of the fiscal year, causing this fixed financing cost to absorb a much larger portion of the shrinking operating profit. Net profit margin also declined, from 5.9% to 3.1%, with the decrease proportionally in line with pre-tax profit, given that income tax expense fell 49.0%, keeping the Company's effective tax rate relatively stable at around 22%.

Dari perspektif imbal hasil, *Return on Assets* (ROA) turun dari 6,8% menjadi 3,9%, sementara *Return on Equity* (ROE) terkoreksi dari 18,2% menjadi 9,7%. Berbeda dengan pola umum di mana penurunan ROA/ROE sering diperberat oleh ekspansi basis aset atau ekuitas, pada tahun buku 2025 total aset dan ekuitas Perseroan justru menyusut masing-masing 10,9% dan 3,5%, sejalan dengan strategi *deleveraging* melalui pembayaran utang bank menggunakan arus kas operasi yang kuat. Kontraksi basis aset dan ekuitas tersebut semestinya menopang rasio imbal hasil, namun penurunan laba bersih sebesar 48,5% jauh melampaui laju penyusutan basis tersebut, sehingga ROA dan ROE tetap terkoreksi signifikan meski basis penyebutnya mengecil.

From a return perspective, Return on Assets (ROA) fell from 6.8% to 3.9%, while Return on Equity (ROE) declined from 18.2% to 9.7%. Unlike the typical pattern in which declining ROA/ROE is often compounded by an expanding asset or equity base, in fiscal year 2025 the Company's total assets and equity instead contracted by 10.9% and 3.5%, respectively, in line with its deleveraging strategy through bank loan repayments funded by strong operating cash flow. This contraction in the asset and equity base should have supported return ratios; however, the 48.5% decline in net profit far outpaced the rate of contraction of these bases, such that ROA and ROE still declined significantly despite the smaller denominator.

Perputaran aset relatif stabil, hanya turun tipis dari 120,7% menjadi 119,3%, mencerminkan bahwa efisiensi Perseroan dalam memanfaatkan asetnya untuk menghasilkan pendapatan secara umum masih terjaga.

Asset turnover remained relatively stable, declining only slightly from 120.7% to 119.3%, reflecting that the Company's overall efficiency in utilizing its assets to generate revenue remained sound.

Kemampuan Membayar Utang
Solvency

Kemampuan Perseroan dalam membayar utang dapat diukur melalui beberapa rasio likuiditas dan solvabilitas seperti dijelaskan sebagai berikut:

The Company's debt-paying capability can be measured through several liquidity and solvency ratios as described below:

Uraian Description	FY2025	FY2024
Rasio Likuiditas **Liquidity Ratio**		
Rasio Lancar (kali) Current Ratio (times)	1,6	1,5
Rasio Cepat (kali) Quick Ratio (times)	0,6	0,7
Rasio Kas (kali) Cash Ratio (times)	0,1	0,1
Rasio Solvabilitas Solvency Ratio		
Rasio Liabilitas terhadap Jumlah Ekuitas (%) Debt to Equity Ratio	146,7%	167,1%
Rasio Liabilitas terhadap Jumlah Aset (%) Debt to Assets Ratio	59,5%	62,6%
Ekuitas terhadap Aset (%) Equity Ratio	40,5%	37,4%
Rasio Kemampuan Membayar Bunga (kali) Interest Coverage Ratio (times)	3,8	6,4

RASIO LIKUIDITAS

Rasio lancar Perseroan meningkat dari 1,5 kali menjadi 1,6 kali. Peningkatan ini bukan disebabkan oleh pertumbuhan aset lancar namun sebaliknya, aset lancar justru menurun 9,8%. Hal ini dikarenakan liabilitas jangka pendek menyusut lebih tajam, yaitu 17,3%, seiring dengan pembayaran kembali utang bank jangka pendek oleh Perseroan. Dengan kata lain, perbaikan rasio lancar mencerminkan *deleveraging* pada sisi liabilitas, bukan penguatan pada sisi aset.

Namun demikian, rasio cepat justru bergerak berlawanan arah, turun dari 0,7 kali menjadi 0,6 kali. Divergensi ini terjadi karena komposisi aset lancar bergeser ke arah yang kurang likuid. Piutang usaha neto sebagai komponen aset lancar paling likuid setelah kas turun tajam 27,3% dari USD156,0 juta menjadi USD113,4 juta, sementara persediaan yang tidak diperhitungkan dalam rasio cepat justru meningkat 6,1% menjadi USD224,7 juta. Akibatnya, meskipun rasio lancar membaik karena penurunan liabilitas jangka pendek yang lebih cepat, kualitas aset lancar sebagai penyangga likuiditas jangka pendek justru sedikit melemah. Dari sisi rasio kas relatif stabil pada 0,1 kali di kedua tahun, karena saldo kas dan liabilitas jangka pendek menurun secara proporsional.

LIQUIDITY RATIOS

The Company's current ratio increased from 1.5 times to 1.6 times. This increase was not due to growth in current assets — on the contrary, current assets actually decreased by 9.8%. Rather, it was because current liabilities contracted more sharply, by 17.3%, in line with the Company's repayment of short-term bank loans. In other words, the improvement in the current ratio reflects deleveraging on the liabilities side, not strengthening on the assets side.

However, the quick ratio actually moved in the opposite direction, declining from 0.7 times to 0.6 times. This divergence occurred because the composition of current assets shifted toward less liquid assets. Net trade receivables, as the most liquid current asset component after cash, fell sharply by 27.3% from USD156.0 million to USD113.4 million, while inventory — which is excluded from the quick ratio — actually increased by 6.1% to USD224.7 million. As a result, although the current ratio improved due to the faster decline in current liabilities, the quality of current assets as a short-term liquidity buffer actually weakened slightly. The cash ratio remained relatively stable at 0.1 times in both years, as cash balances and current liabilities decreased proportionally.

RASIO SOLVABILITAS

Pada sisi solvabilitas, struktur permodalan Perseroan bergeser ke arah yang lebih konservatif. Rasio liabilitas terhadap ekuitas turun signifikan dari 167,1% menjadi 146,7%, dan rasio liabilitas terhadap aset turun dari 62,6% menjadi 59,5%, berbanding terbalik dengan rasio ekuitas terhadap aset yang naik dari 37,4% menjadi 40,5%. Perbaikan ini didorong oleh penurunan total liabilitas sebesar 15,3%, jauh lebih cepat dibandingkan penurunan total ekuitas sebesar 3,5% (yang sendiri disebabkan oleh pembagian dividen kas yang melebihi laba tahun berjalan). Hal ini konsisten dengan arus kas operasi Perseroan yang meningkat tajam 338,6% pada tahun buku 2025, sebagian besar dialokasikan untuk mempercepat pembayaran utang bank jangka pendek sebagaimana telah diuraikan pada bagian arus kas pendanaan.

Meskipun struktur neraca membaik, kemampuan membayar bunga dari laba operasional justru melemah signifikan, dengan rasio kemampuan membayar bunga turun dari 6,4 kali menjadi 3,8 kali. Penurunan ini bukan disebabkan oleh kenaikan beban bunga yang relatif tetap di kisaran USD7,3 juta pada kedua tahun, mengingat penurunan utang bank baru terjadi signifikan menjelang akhir tahun buku, melainkan oleh laba usaha yang menyusut 41,3%. Di satu sisi Perseroan berhasil memperkuat struktur permodalannya melalui *deleveraging*, namun di sisi lain kemampuan laba operasional dalam menutup kewajiban bunga tahun berjalan menipis. Meski demikian, dengan rasio kemampuan membayar bunga yang masih berada jauh di atas 1 kali, kapasitas Perseroan dalam memenuhi kewajiban bunganya tetap berada pada level yang aman.

SOLVENCY RATIOS

On the solvency side, the Company's capital structure shifted toward a more conservative position. The liabilities-to-equity ratio declined significantly from 167.1% to 146.7%, and the liabilities-to-assets ratio fell from 62.6% to 59.5%, mirrored by an increase in the equity-to-assets ratio from 37.4% to 40.5%. This improvement was driven by a 15.3% decrease in total liabilities, far outpacing the 3.5% decrease in total equity (which was itself due to cash dividend distributions exceeding current-year profit). This is consistent with the Company's operating cash flow, which increased sharply by 338.6% in fiscal year 2025, most of which was allocated to accelerate the repayment of short-term bank loans, as described in the financing cash flow section.

Although the balance sheet structure improved, the Company's ability to cover interest payments from operating profit actually weakened significantly, with the interest coverage ratio declining from 6.4 times to 3.8 times. This decline was not caused by an increase in interest expense, which remained relatively fixed at around USD7.3 million in both years, given that the reduction in bank loans only became significant toward the end of the fiscal year, but rather by the 41.3% contraction in operating profit. On one hand, the Company succeeded in strengthening its capital structure through deleveraging; on the other hand, its operating profit's capacity to cover current-year interest obligations narrowed. Nevertheless, with an interest coverage ratio still well above 1 time, the Company's capacity to meet its interest obligations remains at a safe level.

Tingkat Kolektibilitas Piutang
Receivables Collectibility

Keterangan Description	Satuan Unit	FY2025	FY2024	Kenaikan (Penurunan) FY2024-FY2025 Increase (Decrease) FY2024-FY2025
Piutang usaha Trade receivables	USD	113.420.961	156.019.163	(42.598.202)
Perputaran Piutang Receivables Turnover Ratio	Kali Times	3,8	3,9	(0,1)
Rata-rata tingkat penagihan piutang Average receivables collection rate	Hari Days	95,4	94,8	(0,6)

Saldo piutang usaha neto Perseroan pada akhir tahun buku 2025 tercatat sebesar USD113,4 juta, menurun 27,3% dibandingkan USD156,0 juta pada akhir tahun sebelumnya. Penurunan ini sejalan dengan meningkatnya penerimaan kas dari pelanggan sepanjang tahun, yang mencerminkan efektivitas pengelolaan penagihan piutang. Meskipun saldo piutang menurun signifikan, rasio perputaran piutang dan rata-rata periode penagihan relatif stabil masing-masing pada 3,8 kali dan 95,4 hari, menunjukkan bahwa kualitas pengelolaan piutang secara keseluruhan tetap terjaga. Di sisi lain, Perseroan meningkatkan cadangan kerugian kredit ekspektasian atas piutang usaha menjadi USD1,2 juta dari USD605,3 ribu pada tahun sebelumnya sebagai langkah kehati-hatian dalam mengantisipasi risiko kredit. Manajemen meyakini bahwa cadangan yang telah dibentuk memadai untuk menutup potensi kerugian akibat tidak tertagihnya piutang usaha, sehingga kualitas aset dan profil risiko Perseroan tetap terkelola dengan baik.

The Company's net trade receivables balance at the end of fiscal year 2025 stood at USD113.4 million, a decrease of 27.3% compared to USD156.0 million at the end of the previous year. This decrease was in line with higher cash collections from customers throughout the year, reflecting the effectiveness of the Company's receivables collection management. Although the receivables balance declined significantly, the receivables turnover ratio and average collection period remained relatively stable at 3.8 times and 95.4 days, respectively, indicating that the overall quality of receivables management remained sound. On the other hand, the Company increased its provision for expected credit losses on trade receivables to USD1.2 million from USD605.3 thousand in the previous year, as a prudent measure to anticipate credit risk. Management believes that the provision established is adequate to cover potential losses from uncollectible trade receivables, such that the Company's asset quality and risk profile remain well managed.

Ikatan yang Material untuk Investasi Barang Modal
Material Commitments for Capital Expenditure

Pada tahun buku 2025, Perseroan tidak memiliki ikatan material terkait investasi barang modal. Investasi barang modal dilakukan secara langsung menggunakan dana yang telah dianggarkan.

In the 2025 fiscal year, the Company had no material commitments related to capital expenditures. All capital expenditures were carried out directly using budgeted funds.

Struktur Modal dan Dasar Kebijakan Manajemen atas Struktur Modal

Capital Structure And Management's Policy Basis on the Capital Structure

STRUKTUR MODAL

Tujuan utama pengelolaan modal Perseroan adalah untuk memastikan terpeliharanya rasio permodalan yang sehat guna mendukung keberlangsungan dan pertumbuhan usaha, sekaligus memaksimalkan nilai bagi pemegang saham. Struktur modal Perseroan per 31 Maret 2026 dan 31 Maret 2025 dijelaskan dalam tabel di bawah ini.

CAPITAL STRUCTURE

The primary objective of the Company's capital management is to ensure the maintenance of a healthy capital ratio to support business continuity and growth, while maximizing value for shareholders. The Company's capital structure as of March 31, 2026 and March 31, 2025 is described in the table below.

Uraian Description	FY2025		FY2024	
	FY2025 (USD)	Persentase Terhadap Jumlah Modal Percentage to Total Capital (%)	FY2024 (USD)	Persentase Terhadap Jumlah Modal Percentage to Total Capital (%)
Liabilitas Jangka Pendek Short Term Liabilities	221.698.473	54,5	267.951.014	58,6
Liabilitas Jangka Panjang Long Term Liabilities	20.333.892	5,0	17.948.090	3,9
Jumlah Liabilitas Total Liabilities	242.032.365	59,5	285.899.104	62,6
Jumlah Ekuitas Total Equity	165.000.120	40,5	171.061.006	37,4
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	407.032.485	100,0	456.960.110	100,0
Rasio liabilitas terhadap ekuitas Liability to equity ratio	146,7%		167,1%	

Hingga akhir tahun buku 2025, struktur modal Perseroan menunjukkan perbaikan dengan menurunnya proporsi liabilitas terhadap total modal dari 62,6% menjadi 59,5%, sementara proporsi ekuitas meningkat dari 37,4% menjadi 40,5%. Perkembangan ini sejalan dengan membaiknya rasio liabilitas terhadap ekuitas dari 167,1% menjadi 146,7%. Perbaikan struktur modal terutama didorong oleh penurunan liabilitas jangka pendek, seiring pelunasan sebagian utang bank yang didukung oleh kuatnya arus kas operasional sepanjang tahun. Di sisi lain, proporsi liabilitas jangka panjang meningkat sedikit, terutama terkait liabilitas imbalan pascakerja. Meskipun saldo ekuitas menurun akibat pembagian dividen kas, penurunan liabilitas yang lebih besar dibandingkan penurunan ekuitas menghasilkan struktur permodalan yang lebih sehat dan memperkuat fleksibilitas keuangan Perseroan dalam mendukung kegiatan usaha ke depan.

By the end of fiscal year 2025, the Company's capital structure showed improvement, with the proportion of liabilities to total capital declining from 62.6% to 59.5%, while the proportion of equity increased from 37.4% to 40.5%. This development is consistent with the improvement in the liabilities-to-equity ratio from 167.1% to 146.7%. The improvement in capital structure was mainly driven by a decrease in current liabilities, in line with the partial repayment of bank loans supported by strong operating cash flow throughout the year. On the other hand, the proportion of non-current liabilities increased slightly, mainly related to post-employment benefits liabilities. Although the equity balance decreased due to cash dividend distributions, the larger decrease in liabilities compared to the decrease in equity resulted in a healthier capital structure and strengthened the Company's financial flexibility to support its business activities going forward.

KEBIJAKAN STRUKTUR MODAL

Perseroan menerapkan kebijakan struktur modal dengan mengutamakan penggunaan dana internal untuk membiayai keperluan modal kerja dan pengembangan usaha. Kebijakan manajemen atas struktur modal didasarkan guna melindungi kemampuan Perseroan dalam mempertahankan kelangsungan usaha untuk dapat tetap memberikan imbal hasil yang optimal bagi pemegang saham dan manfaat secara luas bagi pemangku kepentingan, di samping mempertahankan struktur permodalan yang optimal untuk mengurangi biaya modal.

Perseroan mengelola struktur permodalan dan melakukan penyesuaian terhadap perubahan kondisi ekonomi. Untuk memelihara dan menyesuaikan struktur permodalan, Perseroan dapat menyesuaikan pembayaran dividen kepada pemegang saham, menerbitkan saham baru atau mengusahakan pendanaan melalui pinjaman. Penerapan kebijakan ini tercermin secara nyata pada tahun buku 2025, di mana Perseroan memanfaatkan momentum arus kas operasi yang kuat untuk mempercepat penurunan liabilitas berbunga, sejalan dengan tujuan menjaga struktur permodalan yang optimal.

CAPITAL STRUCTURE POLICY

The Company implements a capital structure policy that prioritizes the use of internal funds to finance working capital needs and business development. Management's policy on capital structure is designed to protect the Company's ability to sustain its business continuity so as to continue providing optimal returns to shareholders and broad benefits to stakeholders, while maintaining an optimal capital structure to reduce the cost of capital.

The Company manages its capital structure and makes adjustments in response to changes in economic conditions. To maintain and adjust its capital structure, the Company may adjust dividend payments to shareholders, issue new shares, or seek financing through borrowings. The implementation of this policy was clearly reflected in fiscal year 2025, in which the Company leveraged the momentum of strong operating cash flow to accelerate the reduction of interest-bearing liabilities, in line with the objective of maintaining an optimal capital structure.

Realisasi Investasi Barang Modal
Capital Expenditure Realization

Investasi barang modal atau *capital expenditure* (capex) merupakan aktivitas pembelian sejumlah aset tetap atau untuk menambah nilai aset tetap yang diharapkan dapat memberikan nilai manfaat di masa yang akan datang.

Investasi barang modal yang dilakukan Perseroan sepanjang tahun buku 2025 dapat dilihat pada tabel berikut ini:

Capital expenditure (capex) refers to the acquisition of fixed assets or the enhancement of existing fixed assets expected to provide future economic benefits.

The Company's capital expenditure activities throughout the 2025 fiscal year are presented in the following table:

Investasi Barang Modal Capital Expenditure	FY2025 (USD)	Tujuan Investasi Investment Objectives
Mesin Machinery	145.999	Mendukung pencapaian rencana bisnis Perseroan dan menghasilkan kinerja operasional yang optimal To support the achievement of the Company's business plans and deliver optimal operational performance
Kendaraan Vehicle	1.827.195	Mendukung pencapaian rencana bisnis Perseroan dan menghasilkan kinerja operasional yang optimal To support the achievement of the Company's business plans and deliver optimal operational performance
Peralatan kantor Office equipment	199.209	Mendukung pencapaian rencana bisnis Perseroan dan menghasilkan kinerja operasional yang optimal To support the achievement of the Company's business plans and deliver optimal operational performance
Perabotan Kantor Furniture and fixtures	53.025	Mendukung pencapaian rencana bisnis Perseroan dan menghasilkan kinerja operasional yang optimal To support the achievement of the Company's business plans and deliver optimal operational performance

Investasi Barang Modal Capital Expenditure	FY2025 (USD)	Tujuan Investasi Investment Objectives
Peralatan pelayanan purna jual Tools for after-sales services	210.971	Mendukung pencapaian rencana bisnis Perseroan dan menghasilkan kinerja operasional yang optimal To support the achievement of the Company's business plans and deliver optimal operational performance
Aset dalam penyelesaian Construction in-progress	529.346	Mendukung pencapaian rencana bisnis Perseroan dan menghasilkan kinerja operasional yang optimal To support the achievement of the Company's business plans and deliver optimal operational performance
Jumlah **Total**	**2.965.745**	

Total realisasi investasi barang modal Perseroan pada tahun buku 2025 tercatat sebesar hampir USD3,0 juta, menurun 37,8% dibandingkan USD4,8 juta pada tahun buku 2024. Penurunan ini konsisten dengan kas neto yang digunakan Perseroan untuk aktivitas investasi yang juga menurun 61,4% sebagaimana telah diuraikan pada bagian arus kas, mencerminkan sikap Perseroan yang lebih selektif dalam belanja modal di tengah fokus pada penguatan likuiditas dan percepatan pembayaran utang bank.

Dari sisi komposisi, investasi kendaraan mendominasi realisasi capex tahun ini dengan kontribusi 61,6% dari total investasi, terutama untuk pembaruan armada kendaraan operasional dan layanan purna jual. Investasi lainnya tersebar pada aset dalam penyelesaian (17,8%), peralatan pelayanan purna jual (7,1%), peralatan kantor (6,7%), mesin (4,9%), dan perabotan kantor (1,8%).

Total realized capital expenditure by the Company in fiscal year 2025 amounted to nearly USD3.0 million, a decrease of 37.8% compared to USD4.8 million in fiscal year 2024. This decrease is consistent with the net cash used by the Company for investing activities, which also decreased by 61.4% as described in the cash flow section, reflecting the Company's more selective approach to capital expenditure amid its focus on strengthening liquidity and accelerating bank loan repayment.

In terms of composition, vehicle investment dominated this year's capex realization, contributing 61.6% of total investment, mainly for the renewal of the operational and after-sales service vehicle fleet. Other investments were spread across construction in progress (17.8%), after-sales service tools (7.1%), office equipment (6.7%), machinery (4.9%), and office furniture (1.8%).

Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

Material Information and Facts That Occurred after the Accountant's Reporting Data

Berikut adalah informasi dan fakta material yang terjadi setelah tanggal laporan akuntan dan sebelum penyampaian laporan tahunan tahun buku 2025:

1. Dividen Kas dari PT Hexa Finance Indonesia
   Berdasarkan Keputusan Sirkuler Pemegang Saham sebagai Pengganti Rapat Umum Pemegang Saham tanggal 22 Juni 2026, para pemegang saham PT Hexa Finance Indonesia menyetujui pembagian dividen kas, di mana Perseroan akan menerima dividen kas sebesar Rp9.101.550.000. Pada tanggal 29 Juni 2026, Perseroan telah menerima dividen kas dari Hexa sebesar Rp9.101.550.000 (setara dengan USD509.687).

The following is material information and facts that occurred after the date of the accountant's report and prior to the submission of the 2025 fiscal year annual report:

1. Cash Dividend from PT Hexa Finance Indonesia
   Based on the Circular Resolution of Shareholders in Lieu of a General Meeting of Shareholders dated June 22, 2026, the shareholders of PT Hexa Finance Indonesia approved a cash dividend distribution, under which the Company will receive a cash dividend of Rp9,101,550,000. On June 29, 2026, the Company received a cash dividend from Hexa of Rp9,101,550,000 (equivalent to USD509,687).

2. Perubahan Susunan Direksi Perseroan

Berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa Perseroan yang diadakan pada tanggal 19 Mei 2026, sebagaimana dinyatakan dalam Akta Notaris Gatot Widodo, S.E., S.H., M.Kn. No. 6 pada tanggal yang sama, para pemegang saham menyetujui perubahan susunan Direksi Perseroan. Perubahan ini telah diberitahukan kepada Kementerian Hukum Republik Indonesia melalui Surat No. AHU-AH.01.09-0313953 tanggal 8 Juni 2026. Susunan Direksi Perseroan menjadi sebagai berikut:

2. Change in the Composition of the Company's Board of Directors

Based on the resolution of the Company's Extraordinary General Meeting of Shareholders held on May 19, 2026, as stated in Notarial Deed No. 6 of Gatot Widodo, S.E., S.H., M.Kn., dated the same date, the shareholders approved a change in the composition of the Company's Board of Directors. This change has been notified to the Ministry of Law of the Republic of Indonesia through Letter No. AHU-AH.01.09-0313953 dated June 8, 2026. The composition of the Company's Board of Directors is as follows:

Jabatan Position	Nama Name
Direktur Utama President Director	Dwi Swasono
Direktur Director	Koji Sato
Direktur Director	Nobuyasu Hagiwara
Direktur Director	Teru Karahashi
Direktur Director	Yoshendri
Direktur Director	Hiroki Majima
Direktur Director	Ryoji Tanaka
Direktur Director	Junji Fukagawa

Perbandingan Target dan Realisasi Tahun 2025
Comparison of Target and Realization 2025

Secara berkala, Perseroan melakukan evaluasi terhadap hasil kinerja operasional dan keuangan yang dicapai pada tahun buku. Hal tersebut dilakukan dengan mengukur kinerja Perseroan berdasarkan perbandingan antara target atau Rencana Kerja dan Anggaran Perusahaan (RKAP) yang ditetapkan pada awal tahun dengan realisasi pada tahun anggaran. Perbandingan antara target dan realisasi pada tahun buku 2025 dapat dilihat pada tabel berikut:

The Company periodically evaluates its operational and financial performance achieved during the fiscal year. This is done by measuring the Company's performance based on a comparison between the targets set out in the Corporate Work Plan and Budget (RKAP) at the beginning of the year and the actual results achieved during the budget year. The comparison between targets and actual results for fiscal year 2025 is presented in the following table:

Uraian Description	Satuan Unit	RKAP FY2025 Target FY2025	Realisasi FY2025 Realization FY2025	Pencapaian (%) Achievement (%)
Penjualan *Mid Excavator > 6T incl. mining excavator* Mid Excavator > 6T incl. mining excavator Sales	Unit	2.929	3.164	108,0
Penghasilan neto Net revenues	USD	609.864.684	515.423.217	84,5
Laba bruto Gross profit	USD	116.683.458	90.183.254	77,3
Laba usaha Operating income	USD	51.476.732	27.648.992	53,7

Uraian Description	Satuan Unit	RKAP FY2025 Target FY2025	Realisasi FY2025 Realization FY2025	Pencapaian (%) Achievement (%)
Laba bersih Net income	USD	34.976.100	15.983.119	45,7
Struktur modal: Capital structure :				
Liabilitas jangka pendek Current liabilities	USD	253.119.864	221.698.473	87,6
Liabilitas jangka panjang Current liabilities	USD	17.947.440	20.333.892	113,3
Jumlah liabilitas Total liabilities	USD	271.067.304	242.032.365	89,3
Jumlah ekuitas Total equity	USD	183.784.653	165.000.120	89,8
Jumlah liabilitas dan ekuitas Total liabilities and equity	USD	454.851.957	407.032.485	89,5
Rasio liabilitas terhadap ekuitas Liabilities to equity ratio	%	147,5	146,7	99,5

Target Tahun Buku 2026

Target For Ficscal Year 2026

Untuk menghadapi tahun tahun buku 2026, Perseroan telah menetapkan target operasional dan keuangan yang termuat pada Rencana Kerja dan Anggaran Perusahaan yang dapat dilihat pada tabel berikut:

To prepare for the 2026 fiscal year, the Company has established operational and financial targets as outlined in the Corporate Work Plan and Budget, which are presented in the following table:

Uraian Description	Satuan Unit	Realisasi FY2025 Realization FY2025	RKAP FY2026 Target FY2026	Pertumbuhan (%) Growth (%)
Penjualan alat berat (Excavator 6T Over) (Excavator 6T Over) Sales of heavy equipment	Unit	3.164	3.094	(2,2)
Penghasilan neto Net revenues	USD	515.423.217	589.375.469	14,3
Laba bruto Gross profit	USD	90.183.254	95.082.123	5,4
Laba usaha Operating income	USD	27.648.992	28.841.102	4,3
Laba bersih Net income	USD	15.983.119	18.383.638	15,0
Struktur modal: Capital structure :				
Liabilitas jangka pendek Current liabilities	USD	221.698.473	226.618.500	2,2
Liabilitas jangka panjang Non-current liabilities	USD	20.333.892	20.016.291	(1,6)
Jumlah liabilitas Total liabilities	USD	242.032.365	246.634.791	1,9
Jumlah ekuitas Total equity	USD	165.000.120	171.871.020	4,2
Jumlah liabilitas dan ekuitas Total liabilities and equity	USD	407.032.485	418.505.811	2,8
Rasio liabilitas terhadap ekuitas Liabilities to equity ratio	%	146,7	143,5	

Aspek Pemasaran
Marketing Aspect

STRATEGI PEMASARAN

Perseroan menerapkan beberapa strategi pemasaran untuk meningkatkan penjualan, antara lain:

1. Menawarkan solusi andal melalui dukungan purna jual Perseroan menyediakan layanan *remanufacturing* untuk unit *construction equipment* serta program *refurbishment* pada unit *mining* sebagai perluasan layanan penjualan, serta mengembangkan sistem baru untuk mendorong pertumbuhan melalui *parts online shop*.
2. Meningkatkan peluang penjualan dengan memperluas lini produk (*product line extension*) dengan produk-produk baru yang menghadirkan berbagai inovasi untuk memenuhi kebutuhan pelanggan.
3. Menyediakan solusi bisnis penyewaan dan penjualan premium used dengan standar kelas dunia dari HCM Jepang.
4. Menyediakan penawaran paket-paket menarik bagi pelanggan diantaranya :
    - FMC (*Full Maintenance Contract*)
    - SSA (*Site Support Agreement*)
    - CCS (*Customer Support Contract*)
    - VHS (*Vendor Hold Stock*)
    - CPM (*ConSite Preventive Maintenance*)
    - HOS (*Hydraulic Oil Supply*)

Disamping itu, untuk mendukung strategi tersebut, Perseroan juga tetap menerapkan Program "ONE HEXINDO & KENKIJIN SPIRIT" dalam upaya membentuk budaya Perusahaan yang lebih baik serta program-program pengembangan kompetensi karyawan termasuk karyawan yang bertugas di bidang penjualan/pemasaran.

PANGSA PASAR

Perseroan memiliki berbagai jenis produk alat berat untuk memenuhi kebutuhan pelanggan di berbagai segmen. Pangsa pasar berdasarkan jenis produk Perseroan pada tahun 2025 adalah sebagai berikut:

MARKETING STRATEGY

The Company implements several marketing strategies to increase sales, including:

1. Offering reliable solutions through after-sales support. The Company provides remanufacturing services for construction equipment units and refurbishment programs for mining units as an extension of its sales services, while also developing a new system to drive growth through its parts online shop.
2. Increasing sales opportunities by expanding its product line (product line extension) with new products that offer various innovations to meet customer needs.
3. Providing heavy equipment rental solutions and premium used equipment with world-class standards from HCM Japan.
4. Offering attractive packages to customers, including:
    - FMC (Full Maintenance Contract)
    - SSA (Site Support Agreement)
    - CCS (Customer Support Contract)
    - VHS (Vendor Hold Stock)
    - CPM (ConSite Preventive Maintenance)
    - HOS (Hydraulic Oil Supply)

In addition, to support these strategies, the Company continues to implement the "ONE HEXINDO & KENKIJIN SPIRIT" Program in an effort to foster a stronger corporate culture, as well as employee competency development programs, including for employees assigned to sales and marketing functions.

MARKET SHARE

The Company offers a wide range of heavy equipment products to meet customer needs across various segments. Market share by product type for fiscal year 2025 is as follows:

Jenis Alat Berat	FY2025			FY2024		
	Permintaan Pasar Market Demand (Unit)	Penjualan Sales (Unit)	Pangsa Share (%)	Permintaan Pasar Market Demand (Unit)	Penjualan Sales (Unit)	Pangsa Share (%)
Mini Excavator	1.362	243	17,8	1.498	249	16,6
Mid Excavator >6T incl. mining excavator	18.919	3.164	16,7	15.695	2.597	16,5
Wheel Loader	1.317	42	3,2	1.878	37	2,0
Rigid Dump Truck (HITACHI)	621	-	-	1.198	-	0
Articulated Dump Truck (BELL)	435	0	0,0	315	3	1,0

Kebijakan Dividen
Dividend Policy

DASAR KEBIJAKAN PEMBAGIAN DIVIDEN PERSEROAN

Mengacu pada Undang-undang RI No. 40 Tahun 2007 tentang Perseroan Terbatas, dividen hanya boleh dibagikan apabila Perseroan mempunyai "saldo laba yang positif". Pembagian dividen kepada pemegang saham diakui sebagai liabilitas dalam laporan keuangan Perseroan pada periode di mana dividen dideklarasikan.

Perseroan berkomitmen untuk membagikan dividen tunai sekurang-kurangnya sekali dalam setahun. Jumlah dividen yang dibagikan tergantung dari laba Perseroan pada tahun buku yang bersangkutan, dengan tidak mengabaikan tingkat kesehatan Perseroan dan tanpa mengurangi hak dari RUPS untuk menentukan lain sesuai dengan Anggaran Dasar Perseroan.

PEMBAGIAN DIVIDEN

Pada periode tahun buku 2022, 2023, dan 2024, Perseroan melakukan pembagian dividen sesuai dengan risalah RUPST yang kronologisnya dapat dilihat pada tabel berikut ini:

BASIS OF THE COMPANY'S DIVIDEND POLICY

In accordance with the Law of the Republic of Indonesia No. 40 of 2007 on Limited Liability Companies, dividends may only be distributed if the Company has a positive retained earnings balance. Dividend distribution to shareholders is recognized as a liability in the Company's financial statements in the period in which the dividend is declared.

The Company is committed to distributing cash dividends at least once a year. The amount of dividend distributed depends on the Company's profit for the relevant fiscal year, while also considering the Company's financial condition, and without limiting the rights of the General Meeting of Shareholders (GMS) to determine otherwise in accordance with the Company's Articles of Association.

DIVIDEND DISTRIBUTION

For the 2022, 2023, and 2024 fiscal years, the Company distributed dividends in accordance with the resolutions of the Annual General Meeting of Shareholders (AGMS), the chronology of which is presented in the following table:

Uraian Description	Satuan Unit	FY2024	FY 2023	FY 2022
Laba Bersih Net income	USD	31.061.735	55.711.878	51.620.039
Dividen tunai dibagikan Distributed cash dividend	USD	21.743.400	38.998.315	41.296.031
Tambahan dividen tunai dari saldo laba ditahan yang belum ditentukan penggunaannya Additional cash dividend from retained earnings balance which has not been decided of its use	USD	-	-	-
Total dividen tunai dibagikan Total distributed cash dividend	USD	21.743.400	38.998.315	41.296.031

Uraian Description	Satuan Unit	FY2024	FY 2023	FY 2022
Dividen per saham Dividend per share	USD	0,025885	0,046427	0,049162
Rasio pembayaran Payout ratio	%	70%	70%	80%
Tanggal pembayaran Payment date		17 Oktober 2025 October 17, 2025	25 Oktober 2024 October 25, 2024	21 Oktober 2023 October 21, 2023

Informasi tentang Penggunaan Dana Hasil Penawaran Umum

Information on the Use of Proceeds from the Public Offering

Perseroan telah melaksanakan Penawaran Umum Perdana (IPO) kepada masyarakat pada tahun 1994 sejumlah 10.000.000 saham dengan harga penawaran sebesar Rp2.800 per saham, dan penawaran umum terbatas pertama kepada para pemegang saham dalam rangka penerbitan Hak Memesan Efek Terlebih Dahulu (HMETD) pada tahun 1998 sejumlah 42.000.000 saham dengan harga penawaran sebesar Rp1.000 per saham. Seluruh dana hasil penawaran umum tersebut telah direalisasikan penggunaannya sesuai dengan tujuan yang dinyatakan dalam prospektus pada periode-periode sebelumnya, dan seluruh saham Perseroan saat ini telah tercatat di Bursa Efek Indonesia.

The Company conducted an Initial Public Offering (IPO) to the public in 1994, comprising 10,000,000 shares at an offering price of Rp2,800 per share, followed by a first limited public offering to shareholders through a Rights Issue in 1998, comprising 42,000,000 shares at an offering price of Rp1,000 per share. The proceeds from these public offerings have been fully utilized in accordance with the objectives stated in the prospectus in prior periods, and all of the Company's shares are currently listed on the Indonesia Stock Exchange.

Sampai dengan 31 Maret 2026, Perseroan tidak melakukan penawaran umum saham baru kepada publik. Oleh sebab itu, tidak terdapat realisasi penggunaan dana hasil penawaran umum yang perlu diungkapkan pada tahun buku 2025 ini.

As of March 31, 2026, the Company did not conduct any new public offering of shares. Therefore, there is no realization of proceeds from public offerings to be disclosed for the 2025 fiscal year.

Informasi Material mengenai Investasi, Ekspansi, Divestasi, Penggabungan Usaha, Akuisisi, dan/atau Restrukturisasi Utang/Modal.

Material Information regarding Investment, Expansion, Divestment, Business Merger, Acquisition, and/or Debt/Capital Restructuring

Pada tahun buku 2025, Perseroan tidak melakukan kegiatan investasi, ekspansi, divestasi, penggabungan usaha, akuisisi serta restrukturisasi utang/modal. Dengan demikian, informasi mengenai hal tersebut tidak tersedia untuk diungkapkan pada bagian ini.

In the 2025 fiscal year, the Company did not undertake any investment, expansion, divestment, business merger, acquisition, or debt/capital restructuring activities. Accordingly, there is no information to be disclosed in this section.

Informasi Transaksi Material yang Mengandung Benturan Kepentingan dan/Atau Transaksi dengan Pihak Afiliasi/Pihak Berelasi

Information on Material Transactions Involving Conflicts of Interest and/or Transactions with Affiliated Parties/Related Parties

Perusahaan melakukan transaksi dengan pihak berelasi sesuai dengan definisi yang diuraikan pada PSAK No. 224, "Pengungkapan Pihak-pihak Berelasi". Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi. Hal ini sesuai catatan Laporan Keuangan No. 2b.

The Company engages in transactions with related parties as defined under PSAK No. 224, "Related Party Disclosures". These transactions are carried out based on terms agreed upon by both parties, which may differ from those made with non-related parties. This is disclosed in Note 2b of the Financial Statements.

SIFAT HUBUNGAN DAN TRANSAKSI DENGAN PIHAK BERELASI

Daftar pihak berelasi beserta hubungan antara Perseroan dan pihak berelasi yang dijelaskan sebagai berikut:

NATURE OF TRANSACTIONS WITH RELATED PARTIES

The list of related parties and the nature of the relationships between the Company and the related parties are described as follows:

No.	Pihak Berelasi Related Parties	Sifat Hubungan dengan Pihak Berelasi Nature of Relationship with Related Parties
1	Hitachi Construction Machinery Co. Ltd., Jepang	Pemegang saham Shareholders
2	Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapura	Pemegang saham Shareholders
3	ITOCHU Corporation, Jepang	Pemegang saham Shareholders
4	PT Hitachi Construction Machinery Indonesia	Entitas Sepengendali Entities under Common Control
5	Hitachi Asia Ltd., Singapura	Entitas Sepengendali Entities under Common Control
6	Hitachi Construction Machinery Americas Inc., Amerika Serikat	Entitas Sepengendali Entities under Common Control
7	Hitachi Construction Machinery (Malaysia) Sdn. Bhd., Malaysia	Entitas Sepengendali Entities under Common Control
8	Hitachi Construction Machinery Australia Pty. Ltd., Australia	Entitas Sepengendali Entities under Common Control
9	Wenco International Mining Systems Ltd., Kanada	Entitas Sepengendali Entities under Common Control
10	PT Bradken Indonesia	Entitas Sepengendali Entities under Common Control
11	Bradken Resources Pty Ltd., Australia	Entitas Sepengendali Entities under Common Control
12	Tata Hitachi Construction Machinery Company Private Limited, India	Entitas Sepengendali Entities under Common Control
13	Hitachi Ltd., Jepang	Entitas Sepengendali Entities under Common Control
14	Hitachi Construction Truck Manufacturing Ltd., Kanada	Entitas Sepengendali Entities under Common Control
15	Hitachi Kenki Logistics Technology Co. Ltd., Jepang	Entitas Sepengendali Entities under Common Control
16	Hitachi Construction Machinery Co. Ltd., Thailand	Entitas Sepengendali Entities under Common Control
17	PT Hexa Finance Indonesia	Entitas Asosiasi yang Merupakan Anggota Kelompok Usaha dimana Perusahaan adalah Anggotanya Associate of a Member of a Group of which the Company is a Member

ALASAN DILAKUKANNYA TRANSAKSI AFILIASI

Transaksi afiliasi yang dilakukan oleh Perusahaan merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dilakukan secara rutin, berulang, dan/atau berkelanjutan. Manajemen Perusahaan berkeyakinan bahwa transaksi afiliasi dilakukan sesuai praktik bisnis yang berlaku umum.

Transaksi afiliasi pada tahun buku 2025 telah diungkapkan pada Catatan Nomor 6 dalam Laporan Keuangan tahun buku 2025 yang menjadi bagian tidak terpisahkan dari Laporan Tahunan ini.

PERNYATAAN KEWAJARAN TRANSAKSI OLEH DIREKSI

Direksi memastikan bahwa transaksi afiliasi yang dilakukan pada tahun buku 2025 telah melalui prosedur yang memadai untuk memastikan masing-masing transaksi dilakukan sesuai prinsip *arm's length principle*, memenuhi peraturan perundang-undangan yang berlaku, serta dilaporkan kepada OJK. Prosedur dan kewajaran seluruh transaksi afiliasi secara berkala dievaluasi oleh Dewan Komisaris melalui Komite Audit.

KEBIJAKAN PERSEROAN TERKAIT MEKANISME REVIEW ATAS TRANSAKSI AFILIASI

Mekanisme review terhadap seluruh transaksi yang dijalankan Perseroan dengan pihak-pihak terafiliasi diterapkan sejak tahap awal sebelum transaksi dilakukan dengan melibatkan Komite Audit dan dilaporkan kepada Dewan Komisaris, hingga setelah transaksi tersebut dilakukan baik melalui kegiatan audit internal maupun audit eksternal.

REASON FOR UNDERTAKING AFFILIATE TRANSACTIONS

The affiliate transactions carried out by the Company are part of its regular business operations aimed at generating revenue, and are conducted on a routine, recurring, or ongoing basis. The Company's management is confident that these transactions are conducted in accordance with prevailing business practices.

The affiliate transactions conducted by the Company in the 2025 fiscal year were carried out as part of its normal business activities to generate operating income, and were undertaken on a routine, recurring, and/or ongoing basis. These transactions have been disclosed in Note 6 of the 2025 fiscal year Financial Statements, which form an integral part of this Annual Report.

FAIRNESS STATEMENT ON TRANSACTIONS BY THE BOARD OF DIRECTORS

The Board of Directors affirms that the affiliate transactions conducted in the 2025 fiscal year were subject to adequate procedures to ensure that each transaction was carried out on an arm's length basis, in compliance with applicable laws and regulations, and properly reported to the Financial Services Authority (OJK). The fairness and procedures of all affiliate transactions are regularly reviewed by the Board of Commissioners through the Audit Committee.

COMPANY POLICY ON THE REVIEW MECHANISM FOR AFFILIATE TRANSACTIONS

The review mechanism for all transactions carried out by the Company with affiliated parties is implemented from the initial stage, prior to execution, involving the Audit Committee and reporting to the Board of Commissioners, and continues after the transaction is completed through both internal and external audit activities

Perubahan Peraturan Perundang-undangan yang Berpengaruh Signifikan terhadap Perseroan

Changes In LawsaAnd Regulation That Significantly Affect The Company

Berbeda dengan tahun buku 2024, pada tahun buku 2025 terdapat sejumlah perubahan regulasi di sektor pertambangan mineral dan batubara sebagai salah satu sektor pengguna utama produk dan jasa Perseroan yang perlu dicermati meskipun tidak berdampak langsung terhadap laporan keuangan Perseroan. Perubahan-perubahan tersebut antara lain:

1. Undang-Undang No. 2 Tahun 2025 tentang Perubahan Keempat atas Undang-Undang No. 4 Tahun 2009 tentang Pertambangan Mineral dan Batubara, disahkan DPR pada 18 Februari 2025. Perubahan ini antara lain mengatur pemberian Wilayah Izin Usaha Pertambangan (WIUP) secara prioritas kepada koperasi, badan usaha kecil dan menengah, badan usaha milik organisasi kemasyarakatan keagamaan, serta perguruan tinggi, di samping penyesuaian ketentuan penerimaan negara bukan pajak dari kegiatan usaha pertambangan.
2. Peraturan Menteri ESDM No. 17 Tahun 2025 tentang Tata Cara Penyusunan, Penyampaian, dan Persetujuan Rencana Kerja dan Anggaran Biaya (RKAB), yang mengembalikan siklus persetujuan RKAB dari sistem tiga tahunan menjadi tahunan mulai tahun 2026, disertai digitalisasi proses pengajuan melalui sistem MinerbaOne. Pemegang izin usaha pertambangan yang sebelumnya telah memiliki RKAB tiga tahunan diwajibkan mengajukan penyesuaian RKAB 2026 paling lambat Oktober 2025.
3. Peraturan Pemerintah No. 18 Tahun 2025 tentang Perubahan atas PP No. 15 Tahun 2022 mengenai Perlakuan Perpajakan dan/atau Penerimaan Negara Bukan Pajak di Bidang Usaha Pertambangan Batubara, beserta PP No. 39 Tahun 2025 tentang Perubahan Kedua atas PP No. 96 Tahun 2021 mengenai Pelaksanaan Kegiatan Usaha Pertambangan Mineral dan Batubara.

Perubahan regulasi tersebut, khususnya transisi siklus RKAB dari tiga tahunan menjadi tahunan, berpotensi menciptakan periode penyesuaian bagi para pelaku usaha pertambangan dalam merencanakan produksi dan belanja modal jangka menengah, termasuk keputusan investasi alat berat. Manajemen Perseroan senantiasa memantau perkembangan regulasi ini untuk mengantisipasi dampaknya terhadap permintaan pasar alat berat dari sektor pertambangan.

Unlike fiscal year 2024, in fiscal year 2025 there were a number of regulatory changes in the mineral and coal mining sector — one of the main end-user sectors for the Company's products and services — that warrant attention, although they did not have a direct impact on the Company's financial statements. These changes include:

1. Law No. 2 of 2025 concerning the Fourth Amendment to Law No. 4 of 2009 on Mineral and Coal Mining, enacted by the House of Representatives (DPR) on February 18, 2025. This amendment, among other things, provides for the priority allocation of Mining Business License Areas (WIUP) to cooperatives, small and medium enterprises, business entities owned by religious community organizations, and universities, in addition to adjustments to non-tax state revenue provisions from mining business activities.
2. Ministry of Energy and Mineral Resources Regulation No. 17 of 2025 concerning the Procedures for the Preparation, Submission, and Approval of Work Plans and Budgets (RKAB), which reverts the RKAB approval cycle from a three-year system to an annual system starting in 2026, accompanied by the digitalization of the submission process through the MinerbaOne system. Mining business license holders that previously held three-year RKABs are required to submit an adjusted 2026 RKAB no later than October 2025.
3. Government Regulation No. 18 of 2025 concerning the Amendment to Government Regulation No. 15 of 2022 on Taxation Treatment and/or Non-Tax State Revenue in the Coal Mining Business, together with Government Regulation No. 39 of 2025 concerning the Second Amendment to Government Regulation No. 96 of 2021 on the Implementation of Mineral and Coal Mining Business Activities.

These regulatory changes, particularly the transition of the RKAB cycle from a three-year to an annual system, may create an adjustment period for mining businesses in planning medium-term production and capital expenditure, including heavy equipment investment decisions. The Company's management continuously monitors these regulatory developments to anticipate their impact on heavy equipment market demand from the mining sector.

Di luar sektor pertambangan, tidak terdapat perubahan peraturan perundang-undangan lain yang berpengaruh signifikan secara langsung terhadap kegiatan usaha maupun pelaporan keuangan Perseroan pada tahun buku 2025.

Outside the mining sector, there were no other changes in laws and regulations that had a significant direct impact on the Company's business activities or financial reporting in fiscal year 2025.

Perubahan Kebijakan Akuntansi dan Dampaknya Terhadap Perseroan

Information on the Use of Proceeds from the Public Offering

Perseroan menerapkan standar baru dan/atau yang direvisi yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, termasuk standar yang direvisi berikut ini yang memengaruhi laporan keuangan Perseroan:

The Company applies new and/or revised standards effective for periods beginning on or after January 1, 2025, including the following revised standards that affect the Company's financial statements:

No.	Perubahan Kebijakan Akuntansi Changes in Accounting Principles	Dampak terhadap Pelaporan Keuangan Perseroan Effects on the Company's Financial Statements
1	Amandemen PSAK No. 221, "Kekurangan Ketertukaran" Amendment to PSAK No. 221, "Lack of Exchangeability"	Amandemen ini tidak berdampak terhadap laporan keuangan Perseroan. This amendment does not have any impact on the Company's financial statements.
2	Amandemen PSAK No. 212, "Pajak Penghasilan" — terkait penerapan kerangka Pilar Dua OECD (*Pillar Two*) melalui Peraturan Menteri Keuangan No. 136/2024 Amendment to PSAK No. 212, "Income Taxes" — concerning the implementation of the OECD Pillar Two framework through Minister of Finance Regulation No. 136/2024	Amandemen ini memberikan pengecualian wajib sementara dari pengakuan atau pengungkapan pajak tangguhan terkait Pilar Dua. Dengan demikian, tidak terdapat dampak pengakuan pajak tangguhan tambahan pada laporan keuangan Perseroan untuk tahun buku 2025 sehubungan dengan kerangka ini. This amendment provides a mandatory temporary exception from the recognition or disclosure of deferred taxes related to Pillar Two. Accordingly, there is no impact from the recognition of additional deferred taxes in the Company's financial statements for fiscal year 2025 in connection with this framework.

Prospek Usaha Tahun Buku 2026

Business Outlook for the Fiscal Year 2025

Pertumbuhan ekonomi global diproyeksikan melambat menjadi 3,0% pada tahun 2026, turun dari 3,5% pada tahun 2025, sebelum kembali menguat ke 3,4% pada tahun 2027 atau jauh di bawah rata-rata historis (2000–2019) sebesar 3,7%. Perlambatan ini terutama dipicu oleh pecahnya konflik bersenjata di Timur Tengah antara Amerika Serikat/Israel dan Iran pada akhir Februari 2026, yang menimbulkan guncangan pasokan energi dan risiko gangguan terhadap Selat Hormuz, salah satu jalur distribusi hidrokarbon global yang vital. Inflasi global diperkirakan justru meningkat menjadi 4,7% pada tahun 2026 (dari 4,1% pada tahun 2025), sebelum mereda ke 3,9% pada tahun 2027. Meskipun demikian, siklus investasi teknologi yang didorong oleh kecerdasan buatan (AI) turut menjadi penopang yang menahan perlambatan lebih dalam.

Global economic growth is projected to slow to 3.0% in 2026, down from 3.5% in 2025, before rebounding to 3.4% in 2027, well below the historical average (2000–2019) of 3.7%. This slowdown is primarily driven by the outbreak of armed conflict in the Middle East between the United States/Israel and Iran in late February 2026, which triggered an energy supply shock and risk of disruption to the Strait of Hormuz, one of the world's vital hydrocarbon distribution routes. Global inflation is instead expected to rise to 4.7% in 2026 (from 4.1% in 2025), before easing to 3.9% in 2027. Nevertheless, the artificial intelligence (AI)-driven technology investment cycle continues to provide support that has helped contain a deeper slowdown.

Di tengah dinamika tersebut, International Monetary Fund (IMF) tetap mempertahankan proyeksi pertumbuhan ekonomi Indonesia sebesar 5,0% pada tahun 2026 dan meningkat menjadi 5,1% pada tahun 2027, tidak berubah dari proyeksi April 2026, dan berada di atas rata-rata pertumbuhan kawasan ASEAN-5 (4,1%) maupun negara berkembang Asia (4,8%). Angka ini sedikit di bawah target Pemerintah Indonesia sebesar 5,4%, meski data awal tahun menunjukkan optimisme dengan realisasi pertumbuhan ekonomi kuartal I 2026 mencapai 5,61% (*yoy*) menurut Badan Pusat Statistik.

Amid these dynamics, the International Monetary Fund (IMF) maintains its projection for Indonesia's economic growth at 5.0% in 2026, rising to 5.1% in 2027, unchanged from its April 2026 projection, and above the average growth of the ASEAN-5 region (4.1%) and emerging Asia (4.8%). This figure is slightly below the Indonesian Government's target of 5.4%, although early-year data shows optimism, with first-quarter 2026 economic growth reaching 5.61% (yoy) according to Statistics Indonesia.

Pada sektor pengguna alat berat, industri pertambangan batubara memasuki tahun 2026 dengan tantangan yang lebih berat menyusul pemangkasan target Rencana Kerja dan Anggaran Biaya (RKAB) produksi batubara nasional menjadi sekitar 600 juta ton atau turun sekitar 24% dari realisasi produksi 2025 yang mencapai sekitar 790 juta ton. Menurut Perhimpunan Agen Tunggal Alat Berat Indonesia (PAABI), penurunan target produksi batubara ini berpotensi menekan penjualan alat berat nasional sebesar 5–10%, mengingat segmen tambang batubara menyumbang sekitar 30–35% dari total permintaan alat berat. Meski demikian, industri alat berat secara keseluruhan tetap diproyeksikan tumbuh moderat pada 2026, dengan estimasi permintaan mencapai 23.000–25.000 unit senilai sekitar USD3,62 miliar, didukung oleh pergeseran momentum ke sektor konstruksi dan infrastruktur (proyek strategis nasional, kelanjutan pembangunan IKN, jalan tol, dan pelabuhan) serta tambang nikel, di samping program biodiesel dan potensi proyek *food estate* di sektor perkebunan dan pertanian.

In the heavy equipment end-user sector, the coal mining industry enters 2026 facing greater challenges following a cut in the national coal production Work Plan and Budget (RKAB) target to approximately 600 million tons, a decrease of around 24% from 2025 production of approximately 790 million tons. According to the Indonesian Heavy Equipment Distributors Association (PAABI), this decline in the coal production target could pressure national heavy equipment sales by 5–10%, given that the coal mining segment accounts for approximately 30–35% of total heavy equipment demand. Nevertheless, the heavy equipment industry as a whole is still projected to grow moderately in 2026, with demand estimated to reach 23,000–25,000 units worth approximately USD3.62 billion, supported by a shift in momentum toward the construction and infrastructure sector (national strategic projects, the continued development of IKN, toll roads, and ports) and nickel mining, alongside the biodiesel program and potential food estate projects in the plantation and agriculture sectors.

Untuk dapat mempertahankan kinerja Perseroan di tengah ketidakpastian ekonomi global serta transisi kebijakan RKAB di sektor pertambangan, Perseroan akan terus memantau perkembangan pasar secara cermat dan menyesuaikan strategi penjualan, penyewaan, suku cadang, serta layanan pemeliharaan dan perbaikan guna menangkap peluang pertumbuhan permintaan dari sektor konstruksi, infrastruktur, dan perkebunan yang diproyeksikan menjadi penopang utama pasar alat berat nasional pada tahun 2026.

To sustain its performance amid global economic uncertainty and the transition of RKAB policy in the mining sector, the Company will continue to closely monitor market developments and adjust its sales, rental, spare parts, and repair and maintenance service strategies to capture growth opportunities in demand from the construction, infrastructure, and plantation sectors, which are projected to be the main pillars of the national heavy equipment market in 2026.





Tata Kelola Perusahaan yang Baik

Good Corporate Governance

Penerapan Tata Kelola Perusahaan yang Baik
Implementation of Good Corporate Governance



DASAR DAN PEDOMAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Perseroan berkomitmen untuk menerapkan GCG dalam setiap aktivitas operasionalnya. Komitmen ini dijalankan dengan mengacu pada ketentuan dan peraturan perundang-undangan berikut:

1. Undang-Undang Republik Indonesia yang terkait dengan Pasar Modal dan Perseroan Terbatas;
2. Peraturan Otoritas Jasa Keuangan (POJK) dan Surat Edaran Otoritas Jasa Keuangan (SEOJK), khususnya yang berkaitan dengan Tata Kelola, Laporan Tahunan, Manajemen Risiko, serta berbagai POJK dan SEOJK yang relevan dengan penerapan tata kelola; dan
3. Anggaran Dasar Perusahaan.

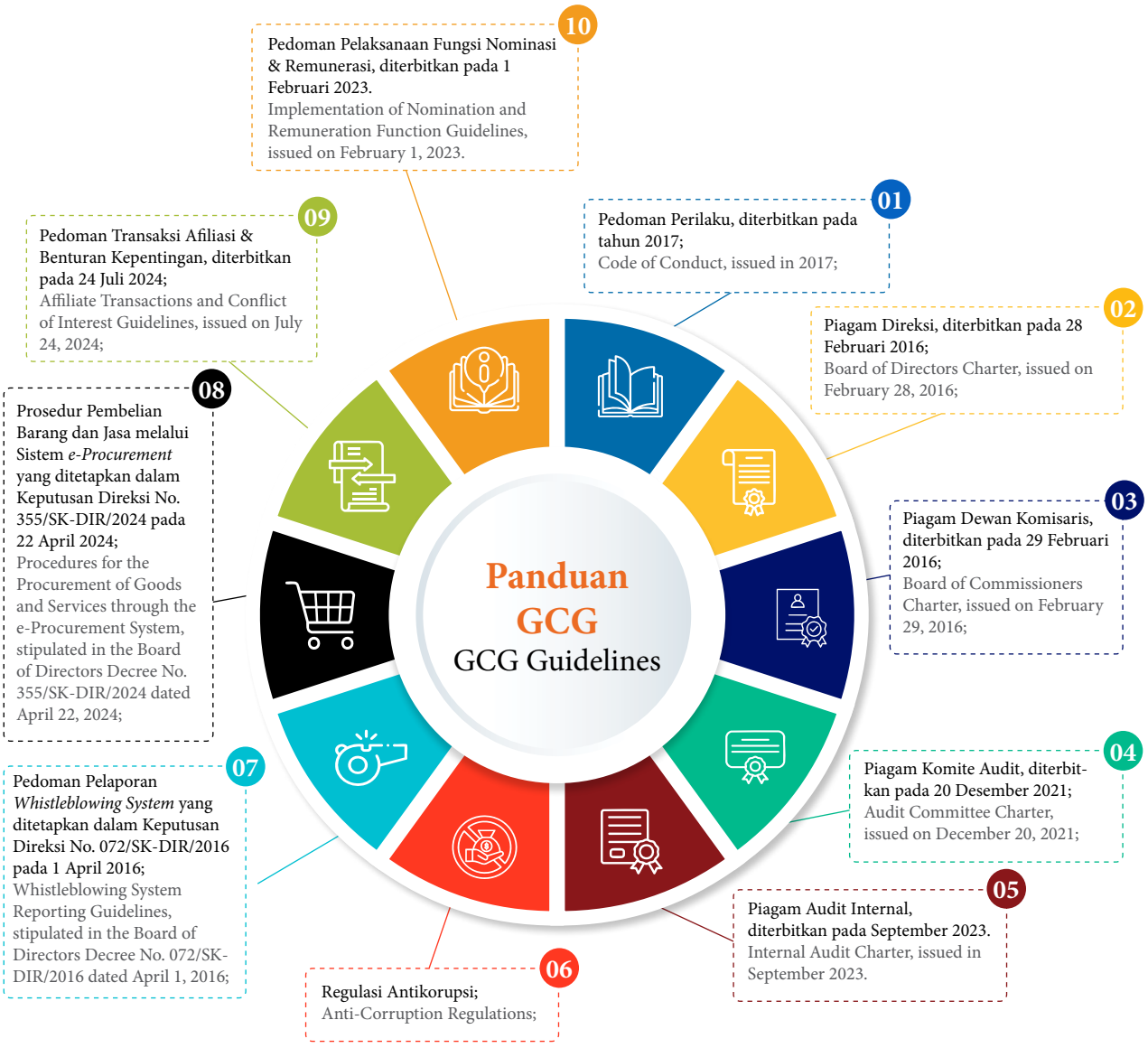
Ketentuan dan peraturan perundang-undangan tersebut menjadi dasar dalam penyusunan pedoman GCG Perseroan, yang terdiri dari 10 (sepuluh) pedoman operasional berikut:

BASIS AND GUIDELINES FOR THE IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

The Company is committed to implementing Good Corporate Governance (GCG) in all of its business activities and operations. This commitment is carried out in accordance with the following laws and regulations:

1. Laws of the Republic of Indonesia relating to the Capital Market and Limited Liability Companies;
2. Financial Services Authority Regulations (POJK) and Financial Services Authority Circular Letters (SEOJK), particularly those related to Corporate Governance, Annual Reports, Risk Management, and other relevant POJK and SEOJK governing the implementation of good corporate governance; and
3. The Company's Articles of Association.

These laws and regulations serve as the foundation for the development of the Company's GCG guidelines, which consist of the following ten (10) operational guidelines:



SOSIALISASI DAN INTERNALISASI

Sebagai bagian dari penerapan GCG, sosialisasi dan internalisasi prinsip GCG dilakukan kepada seluruh karyawan melalui orientasi, pelatihan, dan media komunikasi internal seperti *wallpaper, e-learning, poster, video, email blast, welcoming text,* dan sebagainya. Proses ini bertujuan untuk memastikan pemahaman dan penerapan prinsip GCG, sehingga dapat menjadi bagian dari budaya Perusahaan.

SOCIALIZATION AND INTERNALIZATION

As part of the implementation of GCG, the Company conducts the socialization and internalization of GCG principles to all employees through orientation programs, training sessions, and internal communication media such as wallpapers, e-learning platforms, posters, videos, email blasts, welcoming messages, and other communication channels. This process aims to ensure that employees understand and apply GCG principles in their daily activities, enabling these principles to become an integral part of the Company's corporate culture.

ROADMAP PENERAPAN GCG

Sebagai kelanjutan dari komitmen Perseroan dalam menerapkan GCG melalui dasar dan pedoman yang telah ditetapkan serta sosialisasi yang telah dilakukan, Perseroan menyusun *Roadmap* GCG yang mencakup 4 (empat) inisiatif strategis berikut untuk membangun perusahaan yang beretika dan bertanggung jawab:

GCG IMPLEMENTATION ROADMAP

As a continuation of the Company's commitment to implementing GCG through the established policies and guidelines, as well as the socialization initiatives that have been carried out, the Company has developed a GCG Roadmap. The roadmap encompasses four (4) strategic initiatives aimed at building an ethical and responsible organization, as follows:

Roadmap GCG
GCG Roadmap

Perusahaan yang dipercaya masyarakat dan pelanggan karena integritas, komitmen, dan kejujurannya
A company that is trusted by the society and customers for its integrity, commitment, and trustworthiness

Anti-Fraud Campaign
Serangkaian kampanye berkesinambungan sebagai upaya untuk menghindari segala bentuk penyimpangan (*fraud*) atas peraturan Perusahaan (*anti-fraud wallpaper, e-learning*, poster, video, penyuluhan/sosialisasi melalui *email blast* dan *welcoming text*).

A series of continuous campaigns have been carried out as part of the Company's efforts to prevent any form of deviation or fraud against corporate regulations. These initiatives include anti-fraud wallpapers, e-learning modules, posters, videos, as well as awareness and dissemination activities through email blasts and welcoming texts.

Business Process Improvement
Perbaikan proses bisnis yang dinilai memiliki potensi risiko.

Improvement of business processes identified as having potential risks.

Whistleblowing System
Sistem pengelolaan pengaduan/pengungkapan informasi secara rahasia dan independen mengenai pelanggaran yang dilakukan oleh individu Perseroan terhadap peraturan Perusahaan dan Pedoman Perilaku.

A whistleblowing system that facilitates the confidential and independent reporting or disclosure of violations committed by individuals within the Company, in breach of corporate regulations and the Code of Conduct.

Hitachi Global Compliance Program (HGCP)
Program yang menekankan aspek kepatuhan: antikorupsi, *anti-trust*, dan antitransaksi sosial.

A program emphasizing compliance aspects, including anti-corruption, anti-trust, and anti-social transaction measures.

Evaluasi Penerapan GCG
Evaluation of GCG Implementation



Sebagai bagian dari komitmen untuk memastikan implementasi GCG yang efektif, Perseroan menerapkan mekanisme pengawasan yang melibatkan Komite Kepatuhan dan Manajemen Risiko serta Sekretaris Perusahaan yang langsung bertanggung jawab kepada Direksi. Selain itu, Dewan Komisaris juga berperan penting dalam melakukan pengawasan, yang dibantu oleh Komite Audit dan bekerja sama dengan Internal Audit untuk menilai efektivitas pengendalian internal, audit eksternal, serta akuntabilitas laporan keuangan.

As part of its commitment to ensuring the effective implementation of GCG, the Company has implemented a supervisory mechanism involving the Compliance and Risk Management Committee, as well as the Corporate Secretary who reports directly to the Board of Directors. Additionally, the Board of Commissioners plays a key role in overseeing the process, with assistance from the Audit Committee and collaboration with Internal Audit to assess the effectiveness of internal controls, external audits, and the accountability of financial statements.

STRUKTUR TATA KELOLA [2-9]

Struktur Tata Kelola Perusahaan dirancang guna memperkuat penerapan GCG yang mencakup pelaksanaan pedoman, sosialisasi, dan roadmap yang telah ditetapkan serta mendukung evaluasi berkelanjutan untuk menjaga akuntabilitas dan integritas di seluruh operasional Perusahaan. Struktur tata kelola Perseroan selaras dengan Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas, yang mencakup 3 (tiga) organ utama berikut:

CORPORATE GOVERNANCE STRUCTURE

The Company's Corporate Governance Structure is designed to strengthen the implementation of Good Corporate Governance (GCG), including the execution of established policies, socialization programs, and the GCG roadmap, while supporting continuous evaluation to maintain accountability and integrity across all Company operations. The governance structure is aligned with Law No. 40 of 2007 concerning Limited Liability Companies and comprises the following three (3) principal corporate organs:

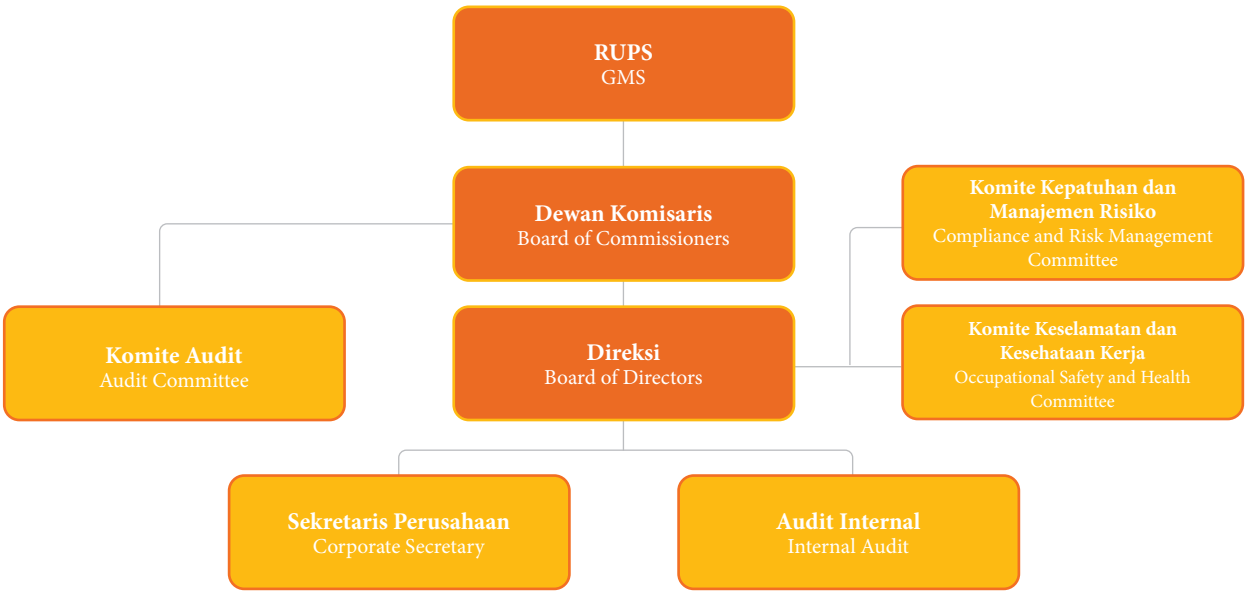
1. Rapat Umum Pemegang Saham (RUPS);
2. Dewan Komisaris; dan
3. Direksi.

Dalam penerapannya, Perseroan menerapkan *two-tier board system*, sehingga Dewan Komisaris berperan sebagai Dewan Pengawas (non eksekutif) yang didukung oleh Komite Audit. Sementara itu, Direksi berperan sebagai Dewan Manajemen (eksekutif) dan didukung oleh Komite Kepatuhan dan Manajemen Risiko, Komite Keselamatan Kerja, Sekretaris Perusahaan dan Audit Internal. Berikut adalah bagan yang menggambarkan struktur Tata Kelola Perseroan:dan bertanggung jawab:

1. General Meeting of Shareholders (GMS);
2. Board of Commissioners; and
3. Board of Directors.

In its implementation, the Company adopts a two-tier board system. Under this structure, the Board of Commissioners serves as the supervisory body (non-executive) and is supported by the Audit Committee. Meanwhile, the Board of Directors acts as the management body (executive) and is supported by the Compliance and Risk Management Committee, the Occupational Health and Safety Committee, the Corporate Secretary, and the Internal Audit function.The following chart illustrates the Company's Corporate Governance Structure:

Struktur Tata Kelola
Governance Structure



PENERAPAN ATAS PEDOMAN TATA KELOLA PERUSAHAAN TERBUKA

Berdasarkan 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, terdapat 5 (lima) aspek, 8 (delapan) prinsip, serta 25 (dua puluh lima) rekomendasi tata kelola yang diterbitkan oleh OJK. Berikut adalah penerapan aspek, prinsip, dan rekomendasi tersebut oleh Perseroan dengan menggunakan pendekatan "*comply or explain*" :

IMPLEMENTATION OF THE CORPORATE GOVERNANCE GUIDELINES FOR PUBLIC COMPANIES

Pursuant to 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, the OJK has established five (5) governance aspects, eight (8) governance principles, and twenty-five (25) governance recommendations. The following outlines the Company's implementation of these aspects, principles, and recommendations using the "comply or explain" approach:

Penerapan atas Pedoman Tata Kelola Perusahaan Terbuka
Implementation of the Guidelines for the Corporate Governance of Public Companies

Aspek, Prinsip, dan Rekomendasi Aspect, Principles, and Recommendations	Status
A. Hubungan Perusahaan Terbuka dengan Pemegang Saham dalam Menjamin Hak-Hak Pemegang Saham Relationship Between the Public Company and Shareholders in Ensuring Shareholder Rights	
1. Meningkatkan nilai penyelenggaraan Rapat Umum Pemegang Saham (RUPS) Enhancing the Value of the General Meeting of Shareholders (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 has established technical procedures for vote collection (voting), both open and closed, that prioritize independence and the interests of shareholders.	Terpenuhi / Complied Prosedur pemungutan suara diatur dalam peraturan RUPS yang dibagikan kepada para pemegang saham pada setiap pelaksanaan RUPS. The voting procedure is governed by the GMS rules, which are distributed to shareholders at each GMS session.
1.2. Seluruh anggota Direksi dan anggota Dewan Komisaris perusahaan terbuka hadir dalam RUPS Tahunan. All members of the Board of Directors and the Board of Commissioners of the public company are present at the Annual GMS.	Tidak Terpenuhi / Not Complied Dalam RUPST yang diselenggarakan pada 16 September 2025, salah satu Direktur Nonresiden Perseroan, yaitu Hiroki Majima, tidak dapat menghadiri rapat karena tidak berdomisili dan tidak berada di Indonesia pada saat pelaksanaan RUPST. Sementara itu, seluruh anggota Dewan Komisaris hadir secara lengkap. At the AGMS held on September 16, 2025, one of the Company's Non-Resident Directors, Mr. Hiroki Majima, was unable to attend the meeting as he was not domiciled in nor present in Indonesia at the time of the AGMS. Meanwhile, all members of the Board of Commissioners were in full attendance.
1.3. Ringkasan risalah RUPS tersedia dalam situs web perusahaan terbuka paling sedikit selama 1 (satu) tahun. A summary of the minutes of the GMS is available on the company's website for at least 1 (one) year.	Terpenuhi / Complied Ringkasan risalah RUPS tersedia dalam situs web resmi Perseroan dengan jangka waktu lebih dari 1 (satu) tahun. A summary of the GMS minutes is available on the Company's official website for a period of more than 1 (one) year.
2. Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan Pemegang Saham atau Investor Improving Communication Quality Between the Public Company and Shareholders or Investors	
2.1. Perusahaan terbuka memiliki suatu kebijakan komunikasi dengan pemegang saham atau investor. The public company has a communication policy with shareholders or investors.	Terpenuhi / Complied Perseroan memiliki kebijakan komunikasi untuk berinteraksi dengan pemegang saham atau investor serta menyediakan berbagai saluran komunikasi yang dikelola oleh Sekretaris Perusahaan. The Company has a communication policy for interacting with shareholders or investors and provides various communication channels managed by the Corporate Secretary.
2.2. Perusahaan terbuka mengungkapkan kebijakan komunikasi perusahaan terbuka dengan pemegang saham atau investor dalam situs web. The public company discloses its communication policy with shareholders or investors on its website.	Terpenuhi / Complied Perseroan telah mengungkapkan kebijakan komunikasi dengan pemegang saham atau investor melalui situs web Perusahaan. The Company has disclosed its communication policy with shareholders or investors through the Company's website.
B. Fungsi dan Peran Dewan Komisaris Functions and Roles of the Board of Commissioners	
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. The determination of the number of members of the Board of Commissioners takes into account the condition of the public company.	Terpenuhi / Complied Perseroan menetapkan jumlah anggota Dewan Komisaris dengan mempertimbangkan kondisi serta kebutuhan operasional Perseroan, mengacu pada POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. The Company determines the number of members of the Board of Commissioners by taking into account the Company's condition and operational needs, with reference to POJK No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies.

Aspek, Prinsip, dan Rekomendasi Aspect, Principles, and Recommendations		Status
3.2.	Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan dan pengalaman yang dibutuhkan. The composition of the members of the Board of Commissioners is designed to ensure diversity in the required expertise, knowledge, and experience.	Terpenuhi / Complied Perseroan menetapkan komposisi Dewan Komisaris dengan mempertimbangkan keberagaman keahlian, pengetahuan, dan pengalaman yang relevan. Informasi mengenai keahlian dan pengalaman masing-masing anggota Dewan Komisaris dapat ditemukan dalam profil Dewan Komisaris yang disajikan dalam Laporan ini. The Company determines the composition of the Board of Commissioners by taking into account the diversity of expertise, knowledge, and experience. Information regarding the expertise and experience of each member of the Board of Commissioners can be found in the Board of Commissioners' profiles presented in this Report.
4.	Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris Enhancing the Quality of the Board of Commissioners' Duties and Responsibilities	
4.1.	Dewan Komisaris mempunyai kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Dewan Komisaris. The Board of Commissioners has a self-assessment policy to evaluate its performance.	Terpenuhi / Complied Perseroan telah memiliki kebijakan self-assessment untuk menilai kinerja Dewan Komisaris. Namun, kebijakan tersebut belum dituangkan secara formal dalam Piagam Dewan Komisaris. The Company has established a self-assessment policy to evaluate the performance of the Board of Commissioners. However, this policy has not yet been formally incorporated into the Charter of the Board of Commissioners.
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 for evaluating performance is disclosed in the company's annual report.	Terpenuhi / Complied Perseroan telah mengungkapkan kebijakan *self-assessment* Dewan Komisaris dalam Laporan ini. Kebijakan *self-assessment* Dewan Komisaris Perseroan dapat dilihat pada bagian "Penilaian Kinerja Dewan Komisaris" dalam Laporan ini. The Company has disclosed the Board of Commissioners' self-assessment policy in this Report. The Company's Board of Commissioners self-assessment policy can be found in the section titled "Performance Evaluation of the Board of Commissioners" in this 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 regarding the resignation of members of the Board of Commissioners in the event of involvement in financial crimes.	Terpenuhi / Complied Perseroan memiliki kebijakan pengunduran diri untuk anggota Dewan Komisaris yang terlibat dalam kejahatan keuangan sebagaimana dimuat dalam Piagam Dewan Komisaris. The Company has a resignation policy for members of the Board of Commissioners who are involved in financial crimes, as stipulated in the Charter of the Board of Commissioners.
4.4.	Dewan Komisaris atau Komite yang menjalankan fungsi nominasi dan remunerasi menyusun kebijakan suksesi dalam proses nominasi anggota Direksi. The Board of Commissioners, or the Committee responsible for the nomination and remuneration functions, develops a succession policy for the nomination process of members of the Board of Directors.	Terpenuhi / Complied Perseroan menyusun kebijakan suksesi melalui Dewan Komisaris yang menjalankan fungsi Nominasi dan Remunerasi dengan mengacu pada POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. The Company formulates its succession policy through the Board of Commissioners, which carries out the Nomination and Remuneration functions, in accordance with POJK No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies.
C.	**Fungsi dan Peran Direksi** Functions and Roles of the Board of Directors	
5.	Memperkuat Keanggotaan dan Komposisi Direksi Strengthening the Membership and Composition of the Board of Directors	
5.1.	Penentuan jumlah anggota Direksi mempertimbangkan kondisi perusahaan terbuka serta efektivitas dalam pengambilan keputusan. The determination of the number of members of the Board of Directors takes into account the condition of the public company and the effectiveness of decision-making.	Terpenuhi / Complied Perseroan menetapkan jumlah anggota Direksi dengan mempertimbangkan kondisi internal Perseroan serta untuk memastikan efektivitas dalam proses pengambilan keputusan, mengacu pada POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik. The Company determines the number of members of the Board of Directors by considering the Company's internal conditions and ensuring effectiveness in the decision-making process, with reference to POJK No. 33/POJK.04/2014 concerning the Board of Directors and the Board of Commissioners of Issuers or Public Companies.

Aspek, Prinsip, dan Rekomendasi Aspect, Principles, and Recommendations			Status
	5.2.	Penentuan komposisi anggota Direksi memperhatikan keberagaman, keahlian, pengetahuan, dan pengalaman yang dibutuhkan. The composition of the members of the Board of Directors considers the required diversity, expertise, knowledge, and experience.	Terpenuhi / Complied Perseroan menetapkan komposisi anggota Direksi dengan mempertimbangkan keberagaman keahlian, pengetahuan, dan pengalaman yang relevan. Informasi mengenai keahlian dan pengalaman masing-masing anggota Direksi dapat ditemukan dalam profil Direksi yang disajikan dalam Laporan ini. The Company determines the composition of the Board of Directors by considering the diversity of expertise, knowledge, and relevant experience. Information regarding the expertise and experience of each member of the Board of Directors can be found in the Board of Directors' profiles presented in this Report.
	5.3.	Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. Members of the Board of Directors responsible for accounting or finance possess expertise and/or knowledge in accounting.	Terpenuhi / Complied Anggota Direksi Perseroan yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang tersebut, sebagaimana tercantum pada bagian Profil Direksi dalam Laporan ini. Members of the Company's Board of Directors responsible for accounting or finance possess expertise and/or knowledge in the respective fields, as disclosed in the Board of Directors' Profile section of this Report.
	6.	Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Direksi Enhancing the Quality of the Board's Duties and Responsibilities	
	6.1.	Direksi mempunyai kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi. The Board of Directors has a self-assessment policy to evaluate its performance.	Terpenuhi / Complied Perseroan telah memiliki kebijakan *self-assessment* untuk menilai kinerja Direksi. Namun, kebijakan tersebut belum dituangkan secara formal dalam Piagam Direksi. The Company has established a self-assessment policy to evaluate the performance of the Board of Directors. However, the policy has not yet been formally incorporated into the Charter of the Board of Directors.
	6.2.	Kebijakan penilaian sendiri (*self-assessment*) untuk menilai kinerja Direksi diungkapkan melalui laporan tahunan perusahaan terbuka. The self-assessment policy for evaluating the performance of the Board of Directors is disclosed in the annual report of the public company.	Terpenuhi / Complied Perseroan telah mengungkapkan kebijakan self-assessment Direksi dalam Laporan ini. Kebijakan self-assessment Direksi Perseroan dapat dilihat pada bagian "Penilaian Kinerja Direksi" dalam Laporan ini. The Company has disclosed the Board of Directors' self-assessment policy in this Report. The policy can be found in the section "Performance Evaluation of the Board of Directors" in this Report.
	6.3.	Direksi mempunyai kebijakan terkait pengunduran diri anggota Direksi apabila terlibat dalam kejahatan keuangan. The Board of Directors has a policy regarding the resignation of members of the Board of Directors involved in financial crimes.	Terpenuhi / Complied Perseroan memiliki kebijakan pengunduran diri untuk anggota Direksi yang terlibat dalam kejahatan keuangan sebagaimana dimuat dalam Piagam Direksi. The Company has a resignation policy for members of the Board of Directors involved in financial crimes, as stipulated in the Charter of the Board of Directors.
D.	**Partisipasi Pemangku Kepentingan** Stakeholder Participation		
	7.	Meningkatkan Aspek Tata Kelola Perusahaan melalui Partisipasi Pemangku Kepentingan Enhancing Corporate Governance through Stakeholder Participation	
	7.1.	Perusahaan terbuka memiliki kebijakan untuk mencegah terjadinya *insider trading*. The public company has a policy to prevent insider trading.	Terpenuhi / Complied Perseroan memiliki kebijakan untuk mencegah terjadinya insider trading yang terdapat pada Pedoman Perilaku Perseroan dan tercakup dalam lingkup Sistem Pengendalian Internal Perseroan. The Company has a policy to prevent insider trading as stipulated in the Company's Code of Conduct and covered under the Company's Internal Control System.
	7.2.	Perusahaan terbuka memiliki kebijakan anti korupsi dan *anti-fraud* The public company has anti-corruption and anti-fraud policies.	Terpenuhi / Complied Perseroan memiliki kebijakan yang mendukung pencegahan korupsi dan *fraud* dan tercakup dalam Pedoman Antikorupsi Perseroan. The Company has policies supporting the prevention of corruption and fraud, as outlined in the Company's Anti-Corruption Guidelines.

Aspek, Prinsip, dan Rekomendasi Aspect, Principles, and Recommendations		Status
7.3.	Perusahaan terbuka memiliki kebijakan tentang seleksi dan peningkatan kemampuan pemasok atau vendor. The public company has policies regarding the selection and capability enhancement of suppliers or vendors.	Terpenuhi / Complied Perseroan menerapkan kebijakan seleksi terhadap pemasok atau vendor yang dituangkan dalam "Kebijakan Seleksi Vendor" yang disusun oleh *Procurement & Investment Department*. The Company implements a supplier or vendor selection policy as stipulated in the "Vendor Selection Policy" prepared by the Procurement & Investment Department.
7.4.	Perusahaan terbuka memiliki kebijakan untuk pemenuhan hak-hak kreditor. The public company has policies to fulfill creditors' rights.	Terpenuhi / Complied Kebijakan tentang pemenuhan hak-hak kreditor tercantum dalam perjanjian yang dibuat oleh masing-masing kreditor dengan Perseroan. Policies regarding the fulfillment of creditors' rights are stipulated in agreements made between each creditor and the Company.
7.5.	Perusahaan terbuka memiliki kebijakan sistem *whistleblowing*. The public company has a whistleblowing system policy.	Terpenuhi / Complied Perseroan telah memiliki dan menerapkan kebijakan *whistleblwoing system*. The Company has established and implemented a whistleblowing system policy.
7.6.	Perusahaan terbuka memiliki kebijakan pemberian insentif jangka panjang kepada Direksi dan karyawan. The public company has a policy for providing long-term incentives to the Board of Directors and employees.	Terpenuhi / Complied Perseroan memiliki kebijakan pemberian insentif jangka panjang berupa bonus berbasis kinerja jangka panjang dan/atau manfaat pasca kerja kepada Direksi dan karyawan. The Company has a long-term incentive policy in the form of long-term performance-based bonuses and/or post-employment benefits for the Board of Directors and employees.
E.	**Keterbukaan Informasi** Information Disclosure	
8.	Meningkatkan pelaksanaan keterbukaan informasi Enhancing the Implementation of Information Disclosure	
8.1.	Perusahaan terbuka memanfaatkan penggunaan teknologi informasi secara lebih luas selain situs web sebagai media keterbukaan informasi. The public company utilizes information technology more broadly, beyond its website, as a medium for information disclosure.	Terpenuhi / Complied Selain menggunakan situs web resmi, Perseroan juga memanfaatkan media sosial untuk menyebarluaskan informasi terkait dengan informasi terkini Perseroan. In addition to using the official website, the Company also utilizes social media to disseminate information related to the Company's latest developments.
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 annual report of the public company discloses the ultimate beneficial owners holding at least 5% (five percent) of shares, in addition to the disclosure of ultimate beneficial owners through major and controlling shareholders.	Terpenuhi / Complied Perseroan telah mengungkapkan pemilik manfaat akhir dalam kepemilikan saham Perseroan, yang dapat dilihat pada bagian Pemegang Saham Utama dan Pengendali dalam Laporan ini. The Company has disclosed the ultimate beneficial owners of the Company's share ownership, as presented in the Major and Controlling Shareholders section of this Report.

Rapat Umum Pemegang Saham
General Meetings of Shareholders

RUPS merupakan organ tertinggi dalam struktur tata kelola Perusahaan dengan kewenangan yang tidak dimiliki oleh Direksi maupun Dewan Komisaris, sesuai dengan peraturan perundang-undangan yang berlaku dan/atau Anggaran Dasar Perseroan.

DASAR HUKUM

Dasar hukum mengenai penyelenggaraan RUPS Perseroan mengacu pada ketentuan dan peraturan perundang-undangan berikut:

1. UU No. 40 Tahun 2007 tentang Perseroan Terbatas;
2. POJK No. 15/POJK.04/2020 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka;
3. Peraturan Otoritas Jasa Keuangan Republik Indonesia No. 14 Tahun 2025 Tentang Pelaksanaan Rapat Umum Pemegang Saham, Rapat Umum Pemegang Obligasi, Dan Rapat Umum Pemegang Sukuk secara Elektronik; dan
4. Anggaran Dasar Perseroan.

JENIS RUPS

Menurut UU No. 40 Tahun 2007, RUPS terbagi menjadi 2 (dua) jenis, yaitu:

1. RUPS Tahunan, yang wajib dilaksanakan dalam jangka waktu paling lambat 6 (enam) bulan setelah tahun buku berakhir; dan
2. RUPS Luar Biasa, yang dapat dilaksanakan sewaktu-waktu berdasarkan kebutuhan untuk kepentingan Perseroan.

WEWENANG RUPS

Kewenangan RUPS diatur dalam UU No. 40 Tahun 2007, antara lain:

1. Perubahan Anggaran Dasar Perseroan;
2. Penggabungan, Peleburan, Pengambilalihan, atau Pemisahan Perseroan;
3. Pembubaran Perseroan;
4. Permohonan Pernyataan Pailit Perseroan;
5. Menyetujui pembagian dividen dan penggunaan laba bersih;
6. Mengangkat, memberhentikan, dan menentukan gaji/honorarium Direksi dan Dewan Komisaris;

The GMS is the highest governing body within the Company's corporate governance structure. It holds authorities that are not vested in the Board of Directors or the Board of Commissioners, as stipulated by applicable laws and regulations and/or the Company's Articles of Association.

LEGAL BASIS

The legal basis governing the conduct of the Company's GMS refers to the following laws and regulations:

1. Law No. 40 of 2007 concerning Limited Liability Companies;
2. Financial Services Authority Regulation (POJK) No. 15/POJK.04/2020 concerning the Planning and Conduct of General Meetings of Shareholders of Public Companies;
3. Financial Services Authority of the Republic of Indonesia Regulation No. 14 of 2025 concerning the Electronic Implementation of General Meetings of Shareholders, General Meetings of Bondholders, and General Meetings of Sukuk Holders; and
4. The Company's Articles of Association.

TYPES OF GMS

Pursuant to Law No. 40 of 2007, there are two (2) types of General Meetings of Shareholders:

1. Annual GMS, which must be held no later than six (6) months after the end of the financial year; and
2. Extraordinary GMS, which may be held at any time as required in the interests of the Company.

AUTHORITIES OF THE GMS

The authorities of the GMS, as regulated under Law No. 40 of 2007, include the following:

1. Amendments to the Company's Articles of Association;
2. Mergers, consolidations, acquisitions, or spin-offs involving the Company;
3. The dissolution of the Company;
4. The filing of a bankruptcy petition for the Company;
5. Approving dividend distributions and the allocation of net profit;
6. Appointing and dismissing members of the Board of Directors and Board of Commissioners, and determining their salaries and/or honoraria;

7. Memberhentikan sementara atau tetap anggota Direksi;
8. Menyetujui pengalihan atau penjaminan lebih dari 50% kekayaan bersih Perseroan;
9. Menyetujui pembelian kembali saham oleh Perseroan;
10. Menyetujui penambahan atau pengurangan modal;
11. Menyetujui laporan tahunan, termasuk laporan keuangan yang telah diaudit; dan
12. Dapat menyerahkan kewenangan kepada Dewan Komisaris untuk menyetujui pelaksanaan keputusan RUPS terkait pembelian kembali saham atau penambahan modal.

7. Temporarily or permanently dismissing members of the Board of Directors;
8. Approving the transfer or encumbrance of assets representing more than 50% of the Company's net assets;
9. Approving share buyback programs conducted by the Company;
10. Approving increases or reductions in the Company's capital;
11. Approving the Annual Report, including the audited financial statements; and
12. Delegating authority to the Board of Commissioners to approve the implementation of GMS resolutions relating to share buybacks or capital increases.

PELAKSANAAN RUPS

Pelaksanaan RUPS dilakukan sesuai dengan ketentuan Anggaran Dasar Perseroan dan prinsip-prinsip tata kelola perusahaan yang baik, yang mencakup tahapan-tahapan sebagai berikut:

IMPLEMENTATION OF THE GMS

The GMS was conducted in accordance with the Company's Articles of Association and the principles of good corporate governance, encompassing the following stages:

Tahapan Pelaksanaan RUPS
Stages of the GMS Implementation



PELAKSANAAN RUPS

Sepanjang tahun 2025, Perseroan hanya melaksanakan 1 (satu) kali Rapat Umum Pemegang Saham (RUPS), yaitu Rapat Umum Pemegang Saham Tahunan (RUPST) yang diselenggarakan pada tanggal 16 September 2025.

RUPST diselenggarakan secara *hybrid*, yaitu dengan kehadiran fisik serta partisipasi daring melalui aplikasi *Electronic General Meeting System* (eASY.KSEI) yang disediakan oleh PT Kustodian Sentral Efek Indonesia (KSEI). Berikut adalah rincian pelaksanaan dan hasil keputusan RUPST pada tahun 2025:

CONDUCT OF THE GMS

Throughout 2025, the Company held one (1) General Meeting of Shareholders (GMS), namely the Annual General Meeting of Shareholders (AGMS), which was convened on September 16, 2025.

The AGMS was conducted in a hybrid format, combining physical attendance with virtual participation through the Electronic General Meeting System (eASY.KSEI) application provided by PT Kustodian Sentral Efek Indonesia (KSEI).The following presents the details of the AGMS and the resolutions adopted at the 2025 meeting:

Pelaksanaan RUPS Tahun Buku 2025
Implementation of the GMS for the Fiscal Year 2025

Hari, Tanggal **Day, Date**	Selasa, 16 september 2025 Tuesday, September 16,2025
Waktu **Time**	10.22 – 11.24 WIB 10.22 – 11.24 WIB (Western Indonesian Time)
Tempat **Venue**	Kantor Pusat Perseroan - Kawasan Industri Pulogadung, jalan Pulo Kambing II Kavling I dan II nomor 33, Jakarta Timur 13930, Indonesia. The Company's Head Office – Pulo Gadung Industrial Estate, Jalan Pulo Kambing II Kav. I and II number 33, East Jakarta 13930, Indonesia.
Kuorum Kehadiran **Quorum of Attendance**	Rapat dihadiri oleh para pemegang saham atau kuasanya yang sah sejumlah 695.892.651 saham atau 82,844% dari total 840.000.000 saham yang merupakan seluruh saham dengan hak suara yang sah yang telah dikeluarkan oleh Perseroan. The Meeting was attended by 695.892.651 shares or equivalent to 82.844% shareholders or the authorized proxy of shareholders with valid voting rights of the 840,000,000 shares which are all shares with valid voting rights that have been issued by the Company.
Kehadiran Direksi dan Dewan Komisaris **Attendance of the Board of Directors and the Board of Commissioners**	Direksi / Board of Directors: • Direktur/Director Yasumasa Zaizen • Direktur/Director Nobuyasu Hagiwara • Direktur/Director Teru Karahashi • Direktur/Director Dwi Swasono • Direktur/Director Yoshendri • Direktur/Director Ryoji Tanaka • Direktur/Director Akihiro Yoshida Dewan Komisasris / Board of Commissioners: • Presiden Komisaris (Komisaris Independen)/President Commissioner (Independent Commissioner) Drs. Toto Wahyudiyanto • Komisaris Independen/Independent Commissioner Harry Danui
Pihak Independen **Independent Parties**	Untuk melakukan validasi dan verifikasi terhadap penghitungan suara dalam Rapat, Perseroan menunjuk PT Raya Saham Registra sebagai Biro Administrasi Efek dan Gatot Widodo, S.E., S.H., M.Kn. sebagai Notaris, yang berstatus sebagai pihak independent. To validate and verify the vote counting at the Meeting, the Company appointed PT Raya Saham Registra as the Share Registrar and Gatot Widodo, S.E., S.H., M.Kn. as the Notary, both of whom act as independent parties.

Hasil keputusan RUPST tersebut dituangkan dalam Akta Berita Acara RUPST Perseroan No. 3 tanggal 16 September 2025, yang dibuat di hadapan Gatot Widodo, S.E., S.H., M.Kn., Notaris di Jakarta. Berikut adalah realisasi atas keputusan RUPST tersebut

The resolutions of the AGMS were documented in Deed of Minutes of the Company's AGMS No. 3 dated September 16, 2025, drawn up before Gatot Widodo, S.E., S.H., M.Kn., Notary in Jakarta. The following outlines the implementation of the resolutions adopted at the AGMS:

Mata Acara RUPS dan Keputusannya serta Tindak Lanjut Manajemen atas Hasil Keputusan Rapat
Meeting Agenda of the GMS and its Resolutions, as Well as the Folow-up to the Resolution of the Meeting

Mata Acara 1
1st Agenda

Persetujuan dan pengesahan Laporan Tahunan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Maret 2025, termasuk di dalamnya Laporan Kegiatan Perseroan, Laporan Pengawasan Dewan Komisaris dan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Maret 2025, serta pemberian pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang mereka lakukan dalam tahun buku yang berakhir pada tanggal 31 Maret 2025.	Approval and ratification of the Company's Annual Report for the fiscal year ended March 31, 2025, which includes: the Company's Activity Report, the Board of Commissioners' Supervisory Report and Company's Financial Statement for the fiscal year ended March 31, 2025; and to give full discharge and release of responsibility (acquit et de charge) to the Board of Directors and the Board of Commissioners for their management and supervision during financial year ended March 31, 2025.

Keputusan
Decision

Menyetujui dan mengesahkan Laporan Tahunan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Maret 2025, termasuk di dalamnya Laporan Kegiatan Perseroan, Laporan Pengawasan Dewan Komisaris dan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Maret 2025, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*acquit et de charge*) kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang mereka lakukan dalam tahun buku yang berakhir pada tanggal 31 Maret 2025.	Approved and ratified the Company's Annual Report for the fiscal year ended March 31, 2025, which includes: the Company's Activity Report, the Board of Commissioners' Supervisory Report and Company's Financial Statement for the fiscal year ended March 31, 2025; and grant full release and discharge of responsibility (acquit et de charge) to the Board of Directors and the Board of Commissioners for their management and supervision during financial year ended March 31, 2025.

Hasil Pemungutan Suara
Voting Result

Setuju	695.831.051 (99,99115%)	Agree	695,831,051 (99.99115%)
Abstain	61.600 (0,00885%)	Abstain	61,600 (0.00885%)
Tidak Setuju	0	Disagree	0
Total Suara Setuju	695.892.651 (100%)	Total Votes Agree	695,892,651 (100%)

Realisasai
Realization

Telah direalisasikan pada tahun buku 2025.	It has been realized in the fiscal year 2025.

Mata Acara 2
2nd Agenda

Penetapan Penggunaan Laba Perseroan untuk tahun buku yang berakhir pada tanggal 31 Maret 2025.	Stipulation of the utilization of the Company's profit for the financial year ended on March 31, 2025.

Keputusan
Decision

a. Menyetujui penggunaan laba bersih Perseroan untuk tahun buku yang berakhir pada tanggal 31 Maret 2025, yaitu: i. sebesar USD21.743.400 atau sebesar 70% dari laba bersih Perseroan untuk tahun buku yang berakhir pada tanggal 31 Maret 2025, dibagikan sebagai dividen tunai kepada para pemegang saham Perseroan sehingga setiap saham akan memperoleh dividen tunai sebesar USD0,025885. ii. Sisa laba bersih untuk tahun buku yang berakhir pada tanggal 31 Maret 2025 dibukukan sebagai laba ditahan; b. Memberikan kuasa dan wewenang kepada Direksi Perseroan untuk melakukan setiap dan semua tindakan yang diperlukan sehubungan dengan keputusan tersebut di atas, sesuai dengan peraturan perundang-undangan yang berlaku.	a. Approve of the Company's net profit usage for fiscal year ended on March 31, 2025. i. in the amount of USD21,743,400 or 70% of the net profit of the Company for fiscal year ended on March 31, 2025, distribute as cash dividend to the shareholders of the Company, so every share will obtain cash dividend in the amount of USD0.025885. ii. The remaining net profit for fiscal year ended on March 31, 2025, booked as retained earnings. b. Grants power of attorney and authority to the Board of Directors of the Company to do every and each action needed related to the resolution above, in accordance with the prevailing laws and regulations.

Hasil Pemungutan Suara
Voting Result

Setuju	695.173.251 (99,89662%)	Agree	695,173,251 (99.89662%)
Abstain	61.600 (0,00885%)	Abstain	61,600 (0.00885%)
Tidak Setuju	657,800 (0.09426%)	Disagree	657,800 (0.09426%)
Total Suara Setuju	695.234.851 (99,90547%)	Total Votes Agree	695,234,851 (99.90547%)

Realisasai
Realization

Telah direalisasikan pada tahun buku 2025.	It has been realized in the fiscal year 2025.

Mata Acara 3
3rd Agenda

Penunjukan Akunan Publik dan/atau Kantor Akuntan Publik untuk tahun buku 1 April 2025 sampai dengan 31 Maret 2026.	Appointment of Public Accountant and/or Public Accountant Office for the financial year April 1, 2025, until March 31, 2026.

Keputusan
Decision

a. Menyetujui penunjukan Kantor Akuntan Publik Purwanto Susanti dan Surja (dahulu bernama Kantor Akuntan Publik Purwantono, Sungkoro & Surja) sebagai Kantor Akuntan Publik Perseroan untuk mengaudit Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Maret 2026;	a. Approve of appointment of Public Accountant Firm Purwanto Susanti dan Surja (formerly named of Public Accountant Firm Purwantono, Sungkoro & Surja) as Public Accountant Firm of the Company to audit the Company's Financial Report for fiscal year ended on March 31, 2026;
b. Memberikan wewenang kepada Dewan Komisaris dengan batasan atau kriteria penunjukan Akuntan Publik dan/atau Kantor Akuntan Publik, serta menunjuk dan menetapkan akuntan publik dan/atau kantor akuntan publik pengganti bilamana kantor akuntan publik yang ditunjuk tidak dapat melaksanakan tugasnya berdasarkan ketentuan pasar modal di Indonesia;	b. Grants authority to the Board of Commissioners with limitation or criteria of the Public Accountant appointment, also appoint and stipulate replacement public accounting firm if the appointed public accountant firm cannot carry out their duties upon the provision of the capital market in Indonesia;
c. Memberikan wewenang kepada Direksi Perseroan untuk menetapkan remunerasinya, syarat-syarat penunjukannya.	c. Grants authority to the Board of Directors of the Company to stipulate its remuneration, terms of its appointment.

Hasil Pemungutan Suara
Voting Result

Setuju	691.978.595 (99,43755%)	Agree	691,978,595 (99.43755%)
Abstain	62.300 (0,00895%)	Abstain	62,300 (0.00895%)
Tidak Setuju	3.851.756 (0,55350%)	Disagree	3,851,756 (0.55350%)
Total Suara Setuju	692.040.895 (99,44650%)	Total Votes Agree	692,040,895 (99.44650%)

Realisasai
Realization

Telah direalisasikan pada tahun buku 2025.	It has been realized in the fiscal year 2025.

Mata Acara 4
4th Agenda

Penetapan gaji dan tunjangan bagi anggota Dewan Komisaris dan Direksi.	Determination of the Company's Board of Directors and Board of Commissioner's remuneration and allowances.

Keputusan
Decision

a. Melimpahkan wewenang kepada Dewan Komisaris Perseroan untuk menetapkan besarnya gaji dan tunjangan Direksi Perseroan dengan memperhatikan ketentuan Pasal 96 ayat 1 dan 2 UUPT.	a. To delegate authority to the Board of Commissioners of the Company to determine the amount of remuneration and allowances of the Board of Directors of the Company in reference to Article 96 paragraph 1 and 2 of the Company Law.
b. Menetapkan besarnya gaji atau honorarium dan tunjangan bagi anggota Dewan Komisaris adalah sama dengan tahun buku 2024 atau bila ada kenaikan, kenaikan tersebut tidak melebihi 9% dari tahun buku 2024.	b. Determine the amount of salary or honorarium and allowances for members of the Board of Commissioners to be the same as for the 2024 financial year or if there is an increase, the increase does not exceed 9% from the 2024 financial year.

Hasil Pemungutan Suara
Voting Result

Setuju	695.149.651 (99,89323%)	Agree	695,149,651 (99.89323%)
Abstain	62.300 (0,0895%)	Abstain	62,300 (0.0895%)
Tidak Setuju	680.700 (0,09782%)	Disagree	680,700 (0.09782%)
Total Suara Setuju	695.211.951 (99,90218%)	Total Votes Agree	695,211,951 (99.90218%)

Realisasai
Realization

Telah direalisasikan pada tahun buku 2025.	It has been realized in the fiscal year 2025.

Mata Acara 5 5th Agenda	
Perubahan dan/atau Pengangkatan Kembali Direksi dan/atau Dewan Komisaris Perseroan.	Changes and/or Reappointment of Board of Directors and/or Board of Commissioners Company.
Keputusan Decision	
a. Menerima pengunduran diri Tuan Insinyur DJONGGI TUMBUR PARNINGOTAN GULTOM selaku Presiden Direktur Perseroan, dengan ucapan terima kasih atas jasa dan kinerjanya dalam Perseroan; b. Mengangkat Tuan DWI SWASONO selaku Presiden Direktur Perseroan, terhitung sejak ditutupnya Rapat ini; c. Mengangkat kembali Tuan YASUMASA ZAIZEN, Tuan NOBUYASU HAGIWARA, Tuan TERU KARAHASHI, Tuan YOSHENDRI, Tuan HIROKI MAJIMA, Tuan RYOJI TANAKA, dan Tuan AKIHIRO YOSHIDA, masing-masing selaku Direktur terhitung sejak ditutupnya Rapat ini; d. Menetapkan susunan Direksi dan Dewan Komisaris Perseroan terhitung sejak ditutupnya Rapat ini sampai dengan ditutupnya Rapat Umum Pemegang Saham Tahunan yang diselenggarakan pada tahun 2026, sebagai berikut: **Direksi**: Presiden Direktur: Tuan DWI SWASONO Direktur: Tuan YASUMASA ZAIZEN Direktur: Tuan NOBUYASU HAGIWARA Direktur: Tuan TERU KARAHASHI Direktur: Tuan YOSHENDRI Direktur: Tuan HIROKI MAJIMA Direktur: Tuan RYOJI TANAKA Direktur: Tuan AKIHIRO YOSHIDA **Dewan Komisaris**: Presiden Komisaris (Komisaris Independen): Tuan Drs. TOTO WAHYUDIYANTO Komisaris Independen: Tuan HARRY DANUI e. Memberikan wewenang dan kuasa kepada Direksi Perseroan, dengan hak substitusi, untuk menuangkan/ menyatakan keputusan mengenai susunan anggota Direksi dan Dewan Komisaris Perseroan tersebut di atas dalam akta yang dibuat dihadapan Notaris, dan untuk selanjutnya memberitahukannya pada pihak yang berwenang, serta melakukan semua dan setiap tindakan yang diperlukan sehubungan dengan keputusan tersebut sesuai dengan peraturan perundangan undangan yang berlaku.	a. Accept the resignation of Mister Ir. DJONGGI TUMBUR PARNINGOTAN GULTOM as the Director of the Company, with gratitude for his service and performance in the Company. b. Appoint Mister DWI SWASONO as the President Director, counted since the closing of this Meeting. c. Reappoint of Mister YASUMASA ZAIZEN, Mister NOBUYASU HAGIWARA, Mister TERU KARAHASHI, Mister YOSHENDRI, Mister HIROKI MAJIMA, Mister RYOJI TANAKA and Mister AKIHIRO YOSHIDA, as Company's Directors as of the closing of this meeting. d. Determine the composition of the Board of Directors and Board of Commissioners of the Company counted since the closing of this Meeting until the closing of the Annual GMS which will be held in 2026 as follows: **The Board of Directors:** President Director: Mister DWI SWASONO Director: Mister YASUMASA ZAIZEN; Director: Mister NOBUYASU HAGIWARA; Director: Mister TERU KARAHASHI; Director: Mister YOSHENDRI; Director: Mister HIROKI MAJIMA; Director: Mister RYOJI TANAKA; Director: Mister AKIHIRO YOSHIDA. **The Board of Commissioners:** President Commissioner (Independent Commissioner): Mister Drs. TOTO WAHYUDIYANTO Independent Commissioner: Mister HARRY DANUI e. Grants authority and power of attorney to the Board of Directors of the Company, with substitution right, to state the resolution regarding the composition of the Board of Directors and Board of Commissioners of the Company abovementioned in a deed made before Notary, and hereinafter notify the authorized party, and do all and every necessary action related to the resolution in accordance with the prevailing laws and regulations.

Hasil Pemungutan Suara
Voting Result

Setuju	695.830.651 (99,99109%)	Agree	695,830,651 (99.99109%)
Abstain	62.000 (0,00891%)	Abstain	62,000 (0.00891%)
Tidak Setuju	0	Disagree	0
Total Suara Setuju	695.892.651 (100%)	Total Votes Agree	695,892,651 (100%)

Realisasai
Realization

Telah direalisasikan pada tahun buku 2025.	It has been realized in the fiscal year 2025.

Pelaksanaan RUPS pada Tahun Buku 2024

Sepanjang tahun buku 2024, Perseroan telah menyelenggarakan 3 (tiga) kali RUPS, yaitu:

1. RUPSLB Pertama pada 19 Juli 2024;
2. RUPST Tahun Buku 2023 tanggal 24 September 2024; dan
3. RUPSLB Kedua pada 24 September 2024.

Seluruh keputusan pada RUPS tersebut telah direalisasikan sepenuhnya pada tahun buku 2024.

Implementation of GMS in Financial Year 2024

During the 2024 financial year, the Company held three (3) GMS, namely:

1. The First EGMS on July 19, 2024;
2. The AGMS for the Financial Year 2023 on September 24, 2024; and
3. The Second EGMS on September 24, 2024.

All resolutions passed at these meetings were fully implemented during the 2024 financial year.

Direksi
Board of Directors

Direksi merupakan organ Perseroan yang memiliki wewenang dan tanggung jawab penuh dalam mengelola serta mewakili Perusahaan, baik di dalam maupun di luar pengadilan, sesuai dengan maksud, tujuan dan anggaran dasar Perseroan.

The Board of Directors is the Company's governing body with full authority and responsibility to manage and represent the Company, both inside and outside the court of law, in accordance with the Company's objectives, purposes, and Articles of Association.

DASAR HUKUM

Dasar hukum mengenai pembentukan, tugas, tanggung jawab, dan wewenang Direksi Perseroan mengacu pada ketentuan dan peraturan perundang-undangan berikut:

1. UU No. 40 Tahun 2007 tentang Perseroan Terbatas;
2. POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik;
3. Anggaran Dasar Perseroan; dan
4. Piagam Direksi.

LEGAL BASIS

The establishment, duties, responsibilities, and authority of the Company's Board of Directors are governed by the following laws and regulations:

1. Law No. 40 of 2007 concerning Limited Liability Companies;
2. OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies;
3. The Company's Articles of Association; and
4. The Board of Directors Charter.

PIAGAM DIREKSI

Direksi Perseroan memiliki Piagam Direksi yang telah disetujui dan ditandatangani oleh seluruh anggota Direksi pada 29 Februari 2016. Piagam ini juga telah diunggah pada situs web Perseroan dan memuat ketentuan-ketentuan berikut:

1. Landasan Hukum
2. Organisasi;
3. Persyaratan Umum;
4. Rangkap Jabatan;
5. Masa Jabatan;
6. Pengunduran Diri;
7. Pemberhentian Sementara; 8
8. Susunan Direksi;
9. Tugas, Tanggung Jawab, dan Wewenang;
10. Etika dan Integritas;
11. Waktu Kerja;
12. Rapat; dan
13. Pelaporan dan Pertanggungjawaban.

BOARD OF DIRECTORS CHARTER

The Company has a Board of Directors Charter, which was approved and signed by all members of the Board of Directors on February 29, 2016. The Charter has also been published on the Company's website and covers the following matters:

1. Legal Basis;
2. Organization;
3. General Requirements;
4. Concurrent Positions;
5. Term of Office;
6. Resignation;
7. Temporary Suspension;
8. Composition of the Board of Directors;
9. Duties, Responsibilities, and Authority;
10. Ethics and Integrity;
11. Working Hours;
12. Meetings; and
13. Reporting and Accountability.

TUGAS DAN TANGGUNG JAWAB DIREKSI

Sebagaimana tercantum dalam Piagam Direksi, tugas dan tanggung jawab Direksi Perseroan adalah sebagai berikut:

1. Menjalankan kepengurusan Perseroan sesuai dengan Anggaran Dasar.

DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

As stipulated in the Board of Directors Charter, the duties and responsibilities of the Board of Directors are as follows:

1. Managing the Company in accordance with the Articles of Association.

2. Wajib menyelenggarakan RUPS tahunan dan RUPS lainnya sebagaimana diatur dalam peraturan perundang-undangan dan Anggaran Dasar.

3. Wajib melaksanakan tugas dan tanggung jawab dengan itikad baik, penuh tanggung jawab dan kehati-hatian.
4. Dapat membentuk Komite guna mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya dan wajib melakukan evaluasi atas kinerja Komite tersebut setiap akhir tahun buku.
5. Tiap Direksi bertanggung jawab secara tanggung renteng atas kerugian, kecuali:

   a. Kerugian yang bukan atas kesalahan dan kelalaiannya;
   b. Telah beritikad baik penuh tanggung jawab dan kehatihatian dalam kepengurusan;
   c. Tidak ada benturan kepentingan (langsung/ tidak langsung) atas tindakan pengurusan yang menyebabkan kerugian;
   d. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.
6. Direksi berhak mewakili Perseroan di dalam maupun di luar pengadilan tentang segala hal dan dalam segala kejadian, mengikat Perseroan dengan pihak lain dan pihak lain dengan Perseroan, serta menjalankan segala tindakan, baik yang mengenai kepengurusan maupun kepemilikan, akan tetapi dengan pembatasan bahwa untuk:
   a. Meminjam atau meminjamkan uang atas nama Perseroan (tidak termasuk mengambil uang dari kredit yang telah dibuka);
   b. Memperoleh dan/atau membeli, memindahkan hak dan/ atau menjual barang tidak bergerak milik Perseroan, dengan memperhatikan ketentuan ayat 2 tersebut di bawah ini;
   c. Mengagunkan/meminjamkan dalam bentuk apapun juga barang-barang tidak bergerak milik Perseroan, dengan memperhatikan ketentuan ayat 2 tersebut di bawah ini;
   d. Melakukan penyertaan modal atau melepaskan penyertaan modal dalam Perseroan lain tanpa mengurangi izin yang berwenang dan dengan memperhatikan ketentuan hukum dan peraturan perundang-undangan yang berlaku;
   e. Mengalihkan, melepaskan hak dan menjadikan jaminan hutang dengan nilai sampai dengan kurang dari 75% (tujuh puluh lima persen) harta kekayaan (aktiva) Perseroan dalam 1 (satu) transaksi atau beberapa transaksi yang berdiri sendiri ataupun yang berkaitan satu sama lain;

2. Convening the Annual General Meeting of Shareholders (AGMS) and other General Meetings of Shareholders (GMS) as required by applicable laws and regulations and the Articles of Association.
3. Performing duties and responsibilities in good faith, with full responsibility and due care.
4. Establishing committees to support the effective implementation of its duties and responsibilities, and evaluating the performance of such committees at the end of each financial year.
5. Each member of the Board of Directors shall be jointly and severally liable for losses incurred by the Company, except where:
   a. The losses were not caused by his or her fault or negligence;
   b. He or she has managed the Company in good faith, with full responsibility and due care;
   c. There was no direct or indirect conflict of interest in the management actions that resulted in the losses; and

   d. Has taken measures to prevent the occurrence or continuation of such losses.
6. The Board of Directors is authorized to represent the Company both inside and outside the court of law in all matters and circumstances, bind the Company to other parties and vice versa, and undertake all actions relating to management and ownership. However, the following actions require the prior written approval of, and/or the relevant deed to be jointly signed by, the Board of Commissioners:
   a. Borrowing or lending money on behalf of the Company (excluding withdrawals from existing credit facilities);
   b. Acquiring and/or purchasing, transferring rights to, and/or selling the Company's immovable assets, subject to the applicable provisions of the Articles of Association;
   c. Pledging or encumbering the Company's immovable assets in any form, subject to the applicable provisions of the Articles of Association;

   d. Making or divesting investments in other companies, without prejudice to the approval of the relevant authorities and in compliance with applicable laws and regulations;

   e. Transferring, relinquishing rights to, or using as collateral assets with a value of less than 75% (seventy-five percent) of the Company's total assets, whether in a single transaction or several separate or related transactions;

- Harus dengan persetujuan tertulis dari dan atau akta yang bersangkutan turut ditandatangani oleh Dewan Komisaris.

7. Perbuatan hukum untuk mengalihkan, melepaskan hak atau menjadikan jaminan utang seluruh atau dengan nilai sebesar 100% (seratus persen) atau sebagian besar yaitu dengan nilai sebesar 75% (tujuh puluh lima persen) atau lebih dari harta kekayaan (aktiva) Perseroan dalam satu tahun buku dalam satu transaksi atau beberapa transaksi yang berdiri sendiri, ataupun yang berkaitan satu sama lain harus mendapat persetujuan Rapat Umum Pemegang Saham.
8. Untuk menjalankan perbuatan hukum berupa transaksi yang memuat benturan kepentingan ekonomis pribadi anggota Direksi, Dewan Komisaris atau pemegang saham, dengan kepentingan ekonomis Perseroan, Direksi memerlukan persetujuan RUPS berdasarkan suara setuju terbanyak dari pemegang saham yang tidak mempunyai benturan kepentingan sebagaimana yang dimaksud dalam Pasal 11 ayat 6 Anggaran Dasar Perseroan.
9. 2 (dua) orang anggota Direksi secara bersama-sama berhak dan berwenang bertindak untuk dan atas nama Direksi serta mewakili Perseroan.
10. Direksi dan Dewan Komisaris wajib menyusun kode etik yang berlaku bagi seluruh anggota Direksi dan anggota Dewan Komisaris, karyawan serta pendukung organ yang dimiliki Perseroan.

Untuk memastikan pelaksanaan tugas yang optimal, Direksi membagi tugas berdasarkan keahlian masing-masing anggota dan secara berkala meninjau serta memperbarui pembagian tersebut. Adapun pembagian tugas dan tanggung jawab anggota Direksi adalah sebagai berikut:

- This must be subject to the written consent of the Board of Commissioners and/or the relevant deed must be co-signed by the Board of Commissioners.

7. Any legal action involving the transfer, disposal, or encumbrance of assets amounting to 75% (seventy-five percent) or more, up to 100% (one hundred percent), of the Company's total assets within one financial year, whether through a single transaction or several separate or related transactions, must obtain prior approval from the General Meeting of Shareholders (GMS).
8. For legal actions involving transactions that contain a conflict of interest between the personal economic interests of members of the Board of Directors, Board of Commissioners, or shareholders and the economic interests of the Company, the Board of Directors must obtain approval from the GMS based on the affirmative vote of the majority of shareholders who do not have a conflict of interest, as stipulated in Article 11 paragraph 6 of the Company's Articles of Association.
9. Any two (2) members of the Board of Directors acting jointly shall have the authority to act for and on behalf of the Board of Directors and represent the Company.
10. The Board of Directors and the Board of Commissioners are required to prepare and implement a code of ethics applicable to all members of the Board of Directors, members of the Board of Commissioners, employees, and supporting organs of the Company.

To ensure the effective performance of its duties, the Board of Directors allocates responsibilities according to the expertise of each member and periodically reviews and updates such allocation. The division of duties and responsibilities among the members of the Board of Directors is as follows:

Tugas dan Tanggung Jawab Masing-Masing Anggota Direksi
Duties and Responsibilities og Each Member of the Board of Directors

Jabatan Position	Tugas dan Tanggung Jawab Duties and Responsibilities	
Presiden Direktur President Director	1. Bertanggung jawab dalam menetapkan, mengelola, dan mengendalikan pengawasan terhadap kepengurusan Perseroan, kepatuhan pada hukum, komunikasi, serta hubungan Perseroan dengan para pemegang saham; 2. Merencanakan, mengoordinasikan, mengarahkan, mengendalikan, mengawasi, dan mengevaluasi tugas korporasi serta unit bisnis agar seluruh kegiatan dapat berjalan sesuai dengan visi, misi, sasaran usaha, strategi, kebijakan, dan program kerja yang ditetapkan; 3. Membawahi, mengembangkan, dan mengendalikan fungsi serta kebijakan mengenai audit internal; 4. Membawahi, mengelola, dan mengendalikan fungsi Sekretaris Perusahaan; 5. Membawahi, mengembangkan, dan mengendalikan fungsi serta kebijakan mengenai Sumber Daya Manusia (SDM), pengembangan organisasi, kepatuhan, dan bagian umum Perseroan; dan 6. Mengembangkan dan mengendalikan kebijakan mengenai *Quality, Safety, Health, and Environment* (QSHE) Perseroan.	1. Responsible for establishing, managing, and overseeing the Company's governance, legal compliance, communications, and relationships with shareholders. 2. Plan, coordinate, direct, control, supervise, and evaluate corporate and business unit activities to ensure all operations are carried out in accordance with the Company's vision, mission, business objectives, strategies, policies, and approved work programs. 3. Oversee, develop, and control the internal audit function and related policies. 4. Oversee, manage, and control the Corporate Secretary function. 5. Oversee, develop, and control the functions and policies related to Human Resources (HR), organizational development, compliance, and general affairs. 6. Develop and control policies related to the Company's Quality, Safety, Health, and Environment (QSHE).
Direktur Operasional Operational Director	1. Bertanggung jawab untuk mengoordinasikan, mengendalikan, dan mengevaluasi tugas operasional di bidang keuangan, anggaran, akuntansi, sekaligus memastikan penyediaan pendanaan bagi pengembangan Perseroan; 2. Bertanggung jawab untuk mengoordinasikan, mengendalikan, dan mengevaluasi tugas operasional di bidang pengembangan usaha Perseroan; 3. Bertanggung jawab untuk mengoordinasikan, mengendalikan, dan mengevaluasi tugas operasional di bidang penjualan dan pemasaran; dan 4. Bertanggung jawab untuk mengoordinasikan, mengendalikan, dan mengevaluasi tugas operasional di bidang *product support*.	1. Responsible for coordinating, controlling, and evaluating operational activities in finance, budgeting, and accounting, while ensuring the availability of funding to support the Company's growth and development. 2. Responsible for coordinating, controlling, and evaluating operational activities related to the Company's business development. 3. Responsible for coordinating, controlling, and evaluating operational activities in sales and marketing. 4. Responsible for coordinating, controlling, and evaluating operational activities related to product support.
Direktur Keuangan Finance Director	1. Menetapkan, mengelola, dan mengendalikan kebijakan Perseroan dalam bidang keuangan, anggaran, akuntansi, sekaligus memastikan penyediaan pendanaan bagi pengembangan Perseroan; 2. Menetapkan, mengelola, dan mengendalikan fungsi manajemen piutang Perseroan; 3. Menetapkan, mengelola, dan mengawasi kebijakan Perseroan yang berhubungan dengan peraturan perpajakan; dan 4. Mengawasi dan mengendalikan kegiatan aksi korporasi Perseroan.	1. Establish, manage, and control the Company's policies in the areas of finance, budgeting, and accounting, while ensuring the availability of funding to support the Company's growth and development. 2. Establish, manage, and control the Company's accounts receivable management function. 3. Establish, manage, and oversee the Company's policies related to tax regulations. 4. Oversee and control the Company's corporate actions and related activities.
Direktur Pengembangan Usaha Business Development Director	1. Menetapkan, mengelola, dan mengendalikan kebijakan Perseroan dalam bidang pengembangan usaha; 2. Menetapkan, mengelola, dan mengendalikan kebijakan Perseroan dalam bidang corporate planning dan strategic management; 3. Mengelola dan mengendalikan kebijakan Perseroan dalam bidang hukum dan teknologi informasi (TI); dan 4. Menetapkan, mengelola, dan mengendalikan kebijakan Perseroan dalam bidang pengadaan dan pengelolaan aset.	1. Establish, manage, and control the Company's policies in the area of business development. 2. Establish, manage, and control the Company's policies in corporate planning and strategic management. 3. Manage and control the Company's policies in the areas of legal affairs and information technology (IT). 4. Establish, manage, and control the Company's policies in procurement and asset management.
Direktur Penjualan Sales Director	1. Mengendalikan, mengelola, dan merancang kebijakan Perseroan dalam aspek-aspek penjualan dan logistik dalam Segmen Usaha Penjualan dan Penyewaan Alat Berat; 2. Mengembangkan hubungan baik dengan mitra strategis serta mencari peluang bisnis baru dalam Segmen Usaha Penjualan dan Penyewaan Alat Berat; dan 3. Menetapkan, mengelola, dan mengendalikan kebijakan Perseroan dalam bidang administrasi penjualan Segmen Usaha Penjualan dan Penyewaan Alat Berat.	1. Control, manage, and formulate the Company's policies relating to sales and logistics within the Heavy Equipment Sales and Rental Business Segment. 2. Develop and maintain strong relationships with strategic partners and identify new business opportunities within the Heavy Equipment Sales and Rental Business Segment. 3. Establish, manage, and control the Company's policies relating to sales administration within the Heavy Equipment Sales and Rental Business Segment.

Jabatan Position	Tugas dan Tanggung Jawab Duties and Responsibilities	
Direktur *Product Support* Product Support Director	1. Mengendalikan, mengelola, dan merancang kebijakan Perseroan dalam aspek-aspek pemasaran dan logistik dalam Segmen Usaha Penjualan Suku Cadang, Segmen Usaha Jasa Pemeliharaan, dan Perbaikan; 2. Mengembangkan hubungan baik dengan mitra strategis serta menggali dan membuka peluang bisnis baru dalam Segmen Usaha Penjualan Suku Cadang, Segmen Usaha Jasa Pemeliharaan, dan Perbaikan; 3. Menetapkan, mengelola, dan mengendalikan fungsi remanufacturing Perseroan; dan 4. Menetapkan, mengelola, dan mengendalikan pusat pelatihan teknik Perseroan.	1. Control, manage, and formulate the Company's policies relating to marketing and logistics within the Parts Sales Business Segment and the Maintenance and Repair Services Business Segment. 2. Develop and maintain strong relationships with strategic partners and explore and create new business opportunities within the Parts Sales Business Segment and the Maintenance and Repair Services Business Segment. 3. Establish, manage, and control the Company's remanufacturing function. 4. Establish, manage, and control the Company's technical training center.

MASA JABATAN DIREKSI

Anggota Direksi diangkat oleh RUPS untuk masa jabatan yang dimulai sejak tanggal pengangkatannya hingga penutupan RUPS Tahunan berikutnya. Masa jabatan tersebut dapat berakhir lebih cepat jika RUPS memutuskan untuk memberhentikan anggota Direksi sebelum masa jabatannya berakhir, sesuai dengan kewenangan RUPS.

TERM OF OFFICE OF THE BOARD OF DIRECTORS

Members of the Board of Directors are appointed by the GMS for a term commencing from the date of their appointment until the closing of the next Annual GMS. The term of office may end earlier if the GMS resolves to dismiss a member of the Board of Directors before the expiration of their term, in accordance with the authority vested in the GMS.

SUSUNAN DAN KOMPOSISI DIREKSI

Ketentuan mengenai susunan, komposisi, dan masa jabatan Direksi Perseroan tercantum dalam Piagam Direksi. Direksi terdiri dari minimal 2 (dua) anggota, yaitu seorang Presiden Direktur dan 1 (satu) atau lebih Direktur. Jika jumlah Direksi lebih dari 2 (dua), salah satu diantaranya dapat diangkat menjadi Wakil Presiden Direktur. Selain itu, anggota Direksi dapat berasal dari warga negara Indonesia atau asing yang memenuhi persyaratan sesuai dengan peraturan perundang-undangan yang berlaku.

STRUCTURE AND COMPOSITION OF THE BOARD OF DIRECTORS

The provisions regarding the structure, composition, and term of office of the Company's Board of Directors are outlined in the Board Charter. The Board of Directors consists of at least 2 (two) members, comprising a President Director and 1 (one) or more Directors. If the Board consists of more than 2 (two) members, one of them may be appointed as Vice President Director.Members of the Board of Directors may be Indonesian citizens or foreign nationals who meet the requirements stipulated under the applicable laws and regulations.

Direktur Nonresiden
Non-Resident Director

Dalam struktur Direksi Perseroan, terdapat posisi Direktur Nonresiden yang berfungsi sebagai representasi manajerial dari pemegang saham mayoritas Perseroan, yaitu Hitachi Construction Machinery (HCM) Co., Ltd, Jepang. Direktur Nonresiden tersebut tidak berdomisili di Indonesia dan tidak terlibat langsung dalam pengelolaan operasional Perusaahaan. Pada akhir tahun buku 2025, terdapat 3 (tiga) Direktur Perseroan yang menjabat sebagai Direktur Nonresiden, yaitu Akihiro Yoshida, Ryoji Tanaka, dan Hiroki Majima.

In the structure of the Company's Board of Directors, there is a position of Non-Resident Director, which functions as the managerial representative of the Company's majority shareholder, Hitachi Construction Machinery (HCM) Co., Ltd, Japan. The Non-Resident Director is not domiciled in Indonesia and is not directly involved in the Company's operational management. As of the end of the 2025 fiscal year, there are 3 (three) Directors serving as Non-Resident Directors, namely Akihiro Yoshida, Ryoji Tanaka, and Hiroki Majima.

SUSUNAN DAN KOMPOSISI DIREKSI PADA TAHUN BUKU 2025

Berdasarkan keputusan RUPST pada 16 September 2025, para pemegang saham menyetujui perubahan pada komposisi anggota Direksi Perseroan. Perubahan ini sehubungan dengan pengunduran diri Djonggi Tumbur Parningotan Gultom dari jabatannya sebagai Presiden Direktur, serta pengangkatan Dwi Swasono sebagai pengganti. Sehubungan dengan keputusan tersebut, berikut adalah susunan dan komposisi Direksi Perseroan hingga akhir tahun buku 2025, sebagaimana tertuang dalam Akta Berita Acara RUPST Perseroan No. 3 tanggal 16 September 2025:

BOARD OF DIRECTORS STRUCTURE AND COMPOSITION IN THE FINANCIAL YEAR 2025

Based on the resolution of the Annual GMS held on September 16, 2025, the shareholders approved changes to the composition of the Company's Board of Directors. These changes were made following the resignation of Djonggi Tumbur Parningotan Gultom from his position as President Director and the appointment of Dwi Swasono as his successor. Accordingly, the structure and composition of the Company's Board of Directors as of the end of fiscal year 2025, as stipulated in Deed of Minutes of the Company's AGMS No. 3 dated September 16, 2025, were as follows:

Susunan dan Komposisi Direksi (31 Maret 2026)

Structure and Composition of the Board of Directors (March 31, 2026)

Nama Name	Jabatan Position
Dwi Swasono	Presiden Direktur President Director
Yasumasa Zaizen	Direktur Director
Nobuyasu Hagiwara	Direktur Director
Teru Karahashi	Direktur Director
Yoshendri	Direktur Director
Hiroki Majima	Direktur Director
Ryoji Tanaka	Direktur Director
Akihiro Yoshida	Direktur Director

Susunan dan Komposisi Direksi Setelah Tahun Buku 2025

Setelah berakhirnya tahun buku 2025 hingga diterbitkannya Laporan ini, terdapat perubahan pada komposisi anggota Direksi Perseroan berdasarkan keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) yang diselenggarakan pada 19 Mei 2026.

Board of Directors Structure and Composition After Fiscal Year 2025

Subsequent to the end of the 2025 financial year and up to the issuance of this Report, there was a change in the composition of the Company's Board of Directors based on the resolution of the Extraordinary General Meeting of Shareholders (EGMS) held on 19 May 2026.

HUBUNGAN AFILIASI DIREKSI

Hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Pengendali meliputi hubungan keluarga dan hubungan keuangan yang dapat mempengaruhi dinamika pengambilan keputusan Perusahaan serta berpotensi menimbulkan konflik kepentingan.

AFFILIATED RELATIONSHIPS OF THE BOARD OF DIRECTORS

Affiliated relationships among members of the Board of Directors, the Board of Commissioners, and the Controlling Shareholder include family and financial relationships that may influence the Company's decision-making process and potentially give rise to conflicts of interest.

Berikut adalah uraian mengenai hubungan afiliasi antara sesama anggota Direksi, serta hubungan antara Direksi dengan Dewan Komisaris dan Pemegang Saham Pengendali pada tahun buku 2025:

The following is a description of the affiliated relationships among members of the Board of Directors, as well as the relationships between the Board of Directors, the Board of Commissioners, and the Controlling Shareholder during fiscal year 2025:

Hubungan Afiliasi Direksi
Affiliation Relationships of the Board of Directors

Nama dan Jabatan Name and Position	Hubungan Keluarga dengan Family Relationship with						Hubungan Keuangan dengan Financial Relationship with					
	Dewan Komisaris Board of C ommissioner		Direksi Board of Directors		Pemegang Saham Pengendalian Controlling Shareholders		Dewan Komisaris Board of Commissioner		Direksi Board of Directors		Pemegang Saham Pengendalian Controlling Shareholders	
	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Ir. Djonggi TP. Gultom* Presiden Direktur President Director		√		√		√		√		√		√
Dwi Swasono Presiden Direktur President Director		√		√		√		√		√		√
Yasumasa Zaizen Direktur Director		√		√		√		√		√	√	
Nobuyasu Hagiwara Direktur Director		√		√		√		√		√	√	
Teru Karahashi Direktur Director		√		√		√		√		√	√	
Yoshendri Direktur Director		√		√		√		√		√		√
Hiroki Majima Direktur Director		√		√		√		√		√	√	
Ryoji Tanaka Direktur Director		√		√		√		√		√	√	
Akihiro Yoshida Direktur Director		√		√		√		√		√	√	

*Tidak lagi menjabat sebagai Presiden Direktur Perseroan terhitung sejak 16 September 2025.
*No longer served as the Company's President Director effective as of September 16, 2025.

RAPAT DIREKSI

Rapat Direksi merupakan forum penting untuk pengambilan keputusan strategis dan evaluasi kinerja Perusahaan, serta sebagai wadah koordinasi antar anggota Direksi dalam menjalankan tugas dan tanggung jawabnya.

Kebijakan Rapat Direksi

Berdasarkan ketentuan dalam POJK No. 33/2014, Direksi wajib menyelenggarakan rapat internal setidaknya 1 (satu) kali dalam sebulan dan rapat gabungan dengan Dewan Komisaris setidaknya 1 (satu) kali dalam 4 (empat) bulan.

BOARD OF DIRECTORS MEETINGS

Board of Directors meetings serve as an important forum for strategic decision-making and evaluation of the Company's performance, as well as a means of coordination among members of the Board of Directors in carrying out their duties and responsibilities.

Board of Directors Meeting Policy

In accordance with the provisions of OJK Regulation No. 33/POJK.04/2014, the Board of Directors is required to hold internal meetings at least once a month and joint meetings with the Board of Commissioners at least once every four months.

Pelaksanaan Rapat Direksi

Sepanjang tahun buku 2025, Direksi Perseroan telah melaksanakan 12 (dua belas) kali rapat internal dan 4 (empat) kali rapat gabungan dengan tingkat kehadiran sebagai berikut:

Implementation of Board of Directors Meetings

Throughout fiscal year 2025, the Company's Board of Directors held 12 (twelve) internal meetings and 4 (four) joint meetings with the Board of Commissioners. The attendance record was as follows:

Kehadiran Direksi dalam Rapat Internal dan Rapat Gabungan Tahun Buku 2025
Attendance of the Board of Directors in Internal and Joint Meetings in the 2025 Fiscal Year

Nama dan Jabatan Name and Position	Rapat Internal Internal Meeting			Rapat Gabungan Joint Meeting		
	Jumlah Rapat Total Meetings	Kehadiran Attendances	%	Jumlah Rapat Total Meetings	Kehadiran Attendances	%
Ir. Djonggi TP. Gultom* Presiden Direktur President Director	5	4	80	1	1	100
Dwi Swasono Presiden Direktur President Director	12	11	92	4	4	100
Yasumasa Zaizen Direktur Director	12	10	83	4	3	75
Nobuyasu Hagiwara Direktur Director	12	12	100	4	4	100
Teru Karahashi Direktur Director	12	12	100	4	4	100
Yoshendri Direktur Director	12	12	100	4	4	100
Hiroki Majima Direktur Director	12	12	100	4	4	100
Ryoji Tanaka Direktur Director	12	11	92	4	4	100
Akihiro Yoshida Direktur Director	12	7	58	4	2	50

*Tidak lagi menjabat sebagai Presiden Direktur Perseroan terhitung sejak 16 September 2025.
*No longer served as the Company's President Director effective as of September 16, 2025.

Selain itu, Direksi Perseroan juga berpartisipasi dalam menghadiri RUPS. Informasi mengenai tingkat kehadiran anggota Direksi pada RUPS yang diselenggarakan sepanjang tahun buku 2025 dapat ditemukan pada subbab Rapat Umum Pemegang Saham dalam Laporan Tahunan dan Keberlanjutan ini.

In addition, the Company's Board of Directors participated in the General Meetings of Shareholders (GMS). Information regarding the attendance of members of the Board of Directors at the GMS held during fiscal year 2025 can be found in the General Meeting of Shareholders section of this Annual and Sustainability Report.

PENGEMBANGAN KOMPETENSI DIREKSI [2-17]

Program pengembangan kompetensi berperan penting dalam mendukung efektivitas peran Direksi, khususnya dalam merespons dinamika bisnis dan pengambilan keputusan yang tepat untuk keberlanjutan Perseroan.

BOARD OF DIRECTORS COMPETENCY DEVELOPMENT

Competency development programs play an important role in supporting the effectiveness of the Board of Directors, particularly in responding to business developments and making sound decisions to ensure the Company's sustainability.

Kebijakan Pengembangan Kompetensi Direksi

Sejalan dengan ketentuan Pasal 4 ayat (1) POJK 33/2014, Perseroan mendukung kegiatan pengembangan kompetensi Direksi melalui partisipasi dalam pelatihan, seminar, dan forum profesional yang relevan. Upaya ini disesuaikan dengan kebutuhan masing-masing anggota Direksi dan dilaksanakan sebagai bagian dari komitmen terhadap GCG.

Board of Directors Competency Development Policy

In accordance with Article 4 paragraph (1) of OJK Regulation No. 33/POJK.04/2014, the Company supports the competency development of the Board of Directors through participation in relevant training programs, seminars, and professional forums. These initiatives are tailored to the needs of each member of the Board of Directors and are implemented as part of the Company's commitment to GCG.

Kegiatan Pengembangan Kompetensi Direksi

Sepanjang tahun buku 2025, Direksi Perseroan telah mengikuti kegiatan pelatihan dan/atau peningkatan kompetensi berikut:

Board of Directors Competency Development Activities

Throughout fiscal year 2025, the Company's Board of Directors participated in the following training and competency development activities:

Kegiatan Pengembangan Kompetensi Direksi pada Tahun Buku 2025
Board of Directors Competency Development Activities in the 2025 Fiscal Year

Nama dan Jabatan Name and Position	Materi Topic	Tanggal Date	Penyelenggara Organizer
Ir. Djonggi TP. Gultom* Presiden Direktur President Director	*Workshop IFRS S1 and S2*	19 Juni 2025 June 19, 2025	Internal Hexindo
Dwi Swasono Presiden Direktur President Director	*Workshop IFRS S1 and S2*	19 Juni 2025 June 19, 2025	Internal Hexindo
Nobuyasu Hagiwara Direktur Director	*Workshop IFRS S1 and S2*	19 Juni 2025 June 19, 2025	Internal Hexindo
Teru Karahashi Direktur Director	*Workshop IFRS S1 and S2*	19 Juni 2025 June 19, 2025	Internal Hexindo
Yoshendri Direktur Director	*Workshop IFRS S1 and S2*	19 Juni 2025 June 19, 2025	Internal Hexindo
	Economic and FX Implications of the US–Indonesia Trade Deal	30 Juli 2025 July 30, 2025	MUFG Bank
	Workshop on IFRS Sustainability Standards	23 September 2025 September 23, 2025	IDX-UN SSE
	EY Indonesia Thought Leadership Corporate Financial Reporting Updates Webinar	25 September 2025 September 25, 2025	EY Indonesia
	Fundamental *Corporate Finance* (Simulasi berbasis MS. Excel) Fundamental Corporate Finance (MS Excel-Based Simulation)	9 Desember 2025 December 9, 2025	Ikatan Akuntan Indonesia Wilayah DKI Jakarta Indonesian Institute of Accountants – Jakarta Chapter
	Proses Bisnis *Initial Public Offering* (IPO) dan Dampak Perpajakannya Initial Public Offering (IPO) Business Process and Its Tax Implications	10 Desember 2025 December 10, 2025	Assosiasi Emiten Indonesia & IKPI Indonesian Public Listed Companies Association & IKPI
	Manajemen Risiko Pajak atas SP2DK, Pemeriksaan, dan Bukti Permulaan Tax Risk Management for SP2DK, Tax Audits, and Preliminary Evidence	16 Desember 2025 December 16, 2025	SF Consultant
	Persiapan Perhitungan PPh Pasal 21/26 Akhir Tahun dan Pengenalan BP A1 Era Coretax Year-End Article 21/26 Income Tax Calculation Preparation and Introduction to BP A1 in the Coretax Era	18 Desember 2025 December 18, 2025	SF Consultant

*Tidak lagi menjabat sebagai Presiden Direktur Perseroan terhitung sejak 16 September 2025.
*No longer served as the Company's President Director effective as of September 16, 2025.

PROGRAM ORIENTASI DIREKSI

Program Orientasi Direksi bertujuan untuk memberikan pemahaman mendalam kepada anggota Direksi yang baru diangkat mengenai visi, misi, dan operasional Perusahaan, sehingga mereka dapat melaksanakan tugas dan tanggung jawabnya dengan efektif dan efisien.

Kebijakan Program Orientasi Direksi

Perseroan memiliki kebijakan pelaksanaan program orientasi bagi anggota Direksi yang baru diangkat berupa presentasi, pertemuan, kunjungan ke cabang atau proyek, serta kegiatan lain yang disesuaikan dengan kebutuhan. Program ini diorganisir oleh Sekretaris Perusahaan yang bertanggung jawab untuk menyiapkan materi, jadwal pertemuan dengan Dewan Komisaris dan manajemen, serta kunjungan jika diperlukan.

Pelaksanaan Program Orientasi Direksi

Pada tahun buku 2025, tidak ada pengangkatan anggota baru Direksi. Oleh karena itu, Perseroan tidak menyelenggarakan program orientasi bagi anggota Direksi pada tahun 2025.

PENILAIAN KINERJA DIREKSI

Sebagai bentuk akuntabilitas dan penerapan GCG, Perseroan secara berkala melakukan penilaian terhadap kinerja Direksi. Evaluasi ini bertujuan untuk mengukur efektivitas pelaksanaan tugas serta kontribusi Direksi dalam mencapai sasaran strategis Perusahaan.

Prosedur Penilaian dan Pihak Penilai Kinerja Direksi

Kinerja Direksi dievaluasi berdasarkan pencapaian *Key Performance Indicators* (KPI) tahunan dan triwulanan melalui 2 (dua) mekanisme:

1. *Self-assessment*, yaitu penilaian mandiri terhadap kinerja individu dan kolektif; dan
2. Penilaian Dewan Komisaris, yaitu penilaian yang dilakukan oleh Dewan Komisaris selaku pihak yang menjalankan fungsi Nominasi dan Remunerasi.

BOARD OF DIRECTORS ORIENTATION PROGRAM

The Board of Directors Orientation Program is designed to provide newly appointed Directors with a comprehensive understanding of the Company's vision, mission, and operations, enabling them to perform their duties and responsibilities effectively and efficiently.

Board of Directors Orientation Program Policy

The Company has established an orientation program for newly appointed members of the Board of Directors, which may include presentations, meetings, visits to branch offices or project sites, and other activities tailored to their needs. The program is organized by the Corporate Secretary, who is responsible for preparing the materials, arranging meetings with the Board of Commissioners and management, and coordinating site visits when necessary.

Implementation of the Board of Directors Orientation Program

During fiscal year 2025, there were no new appointments to the Board of Directors. Therefore, the Company did not conduct an orientation program for members of the Board of Directors in 2025.

BOARD OF DIRECTORS PERFORMANCE ASSESSMENT

As part of its commitment to accountability and the implementation of Good Corporate Governance (GCG), the Company regularly evaluates the performance of the Board of Directors. This assessment aims to measure the effectiveness of the Board in carrying out its duties and its contribution to achieving the Company's strategic objectives.

Performance Assessment Procedures and Evaluators

The performance of the Board of Directors is evaluated based on the achievement of annual and quarterly Key Performance Indicators (KPIs) through the following two mechanisms:

1. Self-assessment, namely an evaluation of individual and collective performance conducted by the Board of Directors.
2. Board of Commissioners assessment, namely an evaluation conducted by the Board of Commissioners in its capacity as the body performing the Nomination and Remuneration functions.

Hasil penilaian kinerja Direksi disampaikan dalam RUPS Tahunan sebagai bentuk pertanggungjawaban atas pelaksanaan tugas selama tahun berjalan. Selain itu, hasil evaluasi kinerja individu Direksi juga menjadi salah satu dasar pertimbangan pemegang saham dalam pengangkatan kembali atau pemberhentian anggota Direksi pada periode berikutnya.

Kriteria Penilaian Kinerja Direksi

Penilaian kinerja Direksi dilakukan secara individu dan kolektif berdasarkan KPI yang mencakup indikator-indikator umum, seperti:

1. Kepemimpinan, kerja sama tim, komunikasi, dan kompetensi yang baik;
2. Pelaksanaan praktik GCG dalam setiap kegiatan usaha Perseroan;
3. Tindak lanjut dari Direksi terhadap laporan/rekomendasi Internal Audit, Auditor Eksternal, atau pengawasan OJK.

Hasil Penilaian Kinerja Masing-Masing Anggota Direksi

Sepanjang tahun buku 2025, masing-masing anggota Direksi telah melaksanakan tugas dan tanggung jawabnya dengan baik sesuai dengan prosedur, kriteria, dan mekanisme penilaian yang telah ditetapkan.

The results of the Board of Directors' performance assessment are presented at the Annual GMS as a form of accountability for the performance of duties during the year. In addition, the results of each Director's individual performance evaluation serve as one of the considerations for shareholders in deciding on the reappointment or dismissal of Directors for the subsequent term.

Board of Directors Performance Assessment Criteria

The performance of the Board of Directors is assessed both individually and collectively based on KPIs that include, among others:

1. Leadership, teamwork, communication, and professional competence.
2. Implementation of GCG practices in all business activities of the Company.
3. Follow-up actions taken by the Board of Directors in response to reports and recommendations from Internal Audit, External Auditors, and supervisory findings or recommendations from the OJK.

Performance Assessment Results of Individual Directors

Throughout fiscal year 2025, each member of the Board of Directors performed his duties and responsibilities satisfactorily in accordance with the established procedures, assessment criteria, and evaluation mechanisms.



Dewan Komisaris
Board of Commissioners

Dewan Komisaris merupakan organ Perseroan yang bertugas menjalankan fungsi pengawasan secara umum/khusus sesuai dengan ketentuan Anggaran Dasar Perusahaan, serta memberikan nasihat kepada Direksi.

DASAR HUKUM

Dasar hukum mengenai pembentukan, tugas, tanggung jawab, dan wewenang Dewan Komisaris Perseroan mengacu pada ketentuan dan peraturan perundang-undangan berikut:

1. UU No. 40 Tahun 2007 tentang Perseroan Terbatas;
2. POJK No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik;
3. Anggaran Dasar Perseroan; dan
4. Piagam Dewan Komisaris.

PIAGAM DEWAN KOMISARIS

Dewan Komisaris Perseroan memiliki Piagam Dewan Komisaris yang telah disetujui dan ditandatangani oleh seluruh anggota Dewan Komisaris pada tanggal 29 Februari 2016. Piagam ini juga telah diunggah pada situs web Perseroan dan memuat ketentuan-ketentuan berikut:

1. Persyaratan Umum;
2. Rangkap Jabatan;
3. Masa Jabatan;
4. Pengunduran Diri;
5. Tugas, Tanggung Jawab, dan Wewenang;
6. Etika dan Integritas;
7. Waktu Kerja;
8. Rapat; dan
9. Pelaporan.

TUGAS, TANGGUNG JAWAB, DAN WEWENANG DEWAN KOMISARIS

Sebagaimana tercantum dalam Piagam Dewan Komisaris, tugas dan tanggung jawab Dewan Komisaris Perseroan adalah sebagai berikut:

1. Dewan Komisaris bertugas dan bertanggung jawab melakukan pengawasan dan memberi nasihat kepada Direksi.

The Board of Commissioners is a corporate organ responsible for carrying out general and specific supervisory functions in accordance with the Company's Articles of Association, as well as providing advice to the Board of Directors.

LEGAL BASIS

The legal basis governing the establishment, duties, responsibilities, and authority of the Company's Board of Commissioners refers to the following laws and regulations:

1. Law No. 40 of 2007 concerning Limited Liability Companies.
2. OJK Regulation No. 33/POJK.04/2014 concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies.
3. The Company's Articles of Association.
4. The Board of Commissioners Charter.

BOARD OF COMMISSIONERS CHARTER

The Company has a Board of Commissioners Charter, which was approved and signed by all members of the Board of Commissioners on February 29, 2016. The Charter has also been published on the Company's website and contains provisions regarding:

1. General Requirements.
2. Concurrent Positions.
3. Term of Office.
4. Resignation.
5. Duties, Responsibilities, and Authority.
6. Ethics and Integrity.
7. Working Hours.
8. Meetings.
9. Reporting.

DUTIES, RESPONSIBILITIES, AND AUTHORITY OF THE BOARD OF COMMISSIONERS

As stipulated in the Board of Commissioners Charter, the duties and responsibilities of the Board of Commissioners are as follows:

1. The Board of Commissioners is responsible for supervising and providing advice to the Board of Directors.

2. Dalam kondisi tertentu, Dewan Komisaris wajib menyelenggarakan RUPS tahunan dan RUPS lainnya sesuai dengan peraturan perundang-undangan dan Anggaran Dasar.

3. Anggota Dewan Komisaris wajib melaksanakan tugas dengan itikad baik, penuh tanggung jawab dan kehati-hatian.
4. Dalam rangka mendukung efektivitas pelaksanaan tugas dan tanggung jawabnya, Dewan Komisaris wajib membentuk Komite Audit dan dapat membentuk komite lainnya bila dianggap perlu sesuai kebutuhan serta wajib melakukan evaluasi terhadap kinerja komite yang membantu pelaksanaan tugas dan tanggung jawabnya tersebut.
5. Tiap anggota Dewan Komisaris tanggung jawab tanggung renteng atas kerugian, kecuali:

    a. Kerugian yang bukan atas kesalahan dan kelalaiannya;
    b. Telah beritikad baik penuh tanggung jawab dan kehati-hatian dalam kepengurusan;
    c. Tidak ada benturan kepentingan (langsung/ tidak langsung) atas tindakan pengurusan yang menyebabkan kerugian;
    d. Telah mengambil tindakan untuk mencegah timbul atau berlanjutnya kerugian tersebut.
6. Dewan Komisaris berwenang memberhentikan sementara anggota Direksi dengan menyebutkan alasannya.

7. Dewan Komisaris setiap waktu dalam jam kerja kantor Perseroan berhak memasuki bangunan dan halaman atau tempat lain yang dipergunakan atau dikuasai oleh Perseroan dan berhak memeriksa semua pembukuan, surat dan alat bukti lainnya, memeriksa dan mencocokkan keadaan uang kas dan lain-lain serta berhak untuk mengetahui segala tindakan yang telah dijalankan oleh Direksi.
8. Direksi dan setiap anggota Direksi wajib untuk memberikan penjelasan tentang segala hal yang ditanyakan oleh Dewan Komisaris.
9. Dewan Komisaris diwajibkan untuk sementara mengurus Perseroan, dalam hal seluruh anggota Direksi diberhentikan untuk sementara atau Perseroan tidak mempunyai seorangpun anggota Direksi. Dalam hal demikian, Dewan Komisaris berhak untuk memberikan kekuasaan sementara kepada seorang atau lebih anggota Dewan Komisaris atas tanggungan Dewan Komisaris.

2. Under certain circumstances, the Board of Commissioners is required to convene the Annual General Meeting of Shareholders (AGMS) and other General Meetings of Shareholders (GMS) in accordance with applicable laws and regulations and the Company's Articles of Association.
3. Members of the Board of Commissioners must perform their duties in good faith, with full responsibility and due care.
4. To support the effective execution of its duties and responsibilities, the Board of Commissioners is required to establish an Audit Committee and may establish other committees as deemed necessary. The Board of Commissioners is also required to evaluate the performance of the committees that assist in carrying out its duties and responsibilities.
5. Each member of the Board of Commissioners is jointly and severally liable for any losses incurred by the Company, except where:
    a. The losses were not caused by his or her fault or negligence.
    b. Performed supervisory duties in good faith, with full responsibility and due care.
    c. Had no direct or indirect conflict of interest in the actions that resulted in the losses.
    d. Took appropriate measures to prevent the occurrence or continuation of such losses.
6. The Board of Commissioners has the authority to temporarily suspend a member of the Board of Directors by stating the reasons for such suspension.
7. During the Company's business hours, the Board of Commissioners has the right to enter any building, premises, or other locations used or controlled by the Company. The Board also has the right to examine all books, records, correspondence, and other supporting documents, verify cash balances and other assets, and obtain information regarding all actions taken by the Board of Directors.
8. The Board of Directors and each Director are required to provide explanations regarding any matters requested by the Board of Commissioners.
9. The Board of Commissioners is required to temporarily manage the Company if all members of the Board of Directors are suspended or if the Company has no serving Director. In such circumstances, the Board of Commissioners may delegate temporary authority to one or more of its members on behalf of the Board of Commissioners.

10. Dalam hal hanya ada seorang anggota Dewan Komisaris, segala tugas dan wewenang yang diberikan kepada Presiden Komisaris atau anggota Dewan Komisaris dalam Anggaran Dasar berlaku pula baginya.

10. If the Company has only one member of the Board of Commissioners, all duties and authorities assigned to the President Commissioner or members of the Board of Commissioners under the Articles of Association shall also apply to that sole member.

MASA JABATAN DEWAN KOMISARIS

Anggota Dewan Komisaris diangkat oleh RUPS untuk jangka waktu yang dimulai sejak tanggal yang ditentukan dalam RUPS yang mengangkat mereka, dan berakhir pada penutupan RUPS tahunan yang ketiga sejak tanggal pengangkatan.

TERM OF OFFICE OF THE BOARD OF COMMISSIONERS

Members of the Board of Commissioners are appointed by the GMS for a term commencing on the date specified in the GMS resolution approving their appointment and ending at the closing of the third AGMS following the date of their appointment.

SUSUNAN DAN KOMPOSISI DEWAN KOMISARIS

Ketentuan mengenai susunan, komposisi, dan masa jabatan Dewan Komisaris Perseroan tercantum dalam Piagam Dewan Komisaris. Dewan Komisaris terdiri dari minimal 2 (dua) anggota, yaitu seorang Presiden Komisaris dan 1 (satu) atau lebih anggota Komisaris. Jika jumlah Dewan Komisaris lebih dari 2 (dua), maka Komisaris Independen harus mencakup minimal 30% dari total anggota. Selain itu, anggota Dewan Komisaris dapat berasal dari warga negara Indonesia atau asing yang memenuhi persyaratan sesuai peraturan perundang-undangan yang berlaku.

STRUCTURE AND COMPOSITION OF THE BOARD OF COMMISSIONERS

The provisions regarding the structure, composition, and term of office of the Company's Board of Commissioners are outlined in the Board of Commissioners Charter. The Board of Commissioners consists of at least 2 (two) members, comprising a President Commissioner and 1 (one) or more Commissioners. If the Board of Commissioners consists of more than 2 (two) members, Independent Commissioners must represent at least 30% of the total membership. Members of the Board of Commissioners may be Indonesian citizens or foreign nationals who meet the requirements stipulated under the applicable laws and regulations.

Susunan dan Komposisi Dewan Komisaris pada Tahun Buku 2025

Sepanjang tahun buku 2025, tidak terdapat perubahan komposisi anggota Dewan Komisaris Perseroan. Berdasarkan Akta Berita Acara RUPST No. 3 tanggal 16 September 2025, susunan dan komposisi Dewan Komisaris Perseroan pada akhir tahun buku 2025 adalah sebagai berikut:

Structure and Composition of the Board of Commissioners in Fiscal Year 2025

There were no changes to the composition of the Company's Board of Commissioners throughout fiscal year 2025. Based on the Deed of Minutes of the Annual General Meeting of Shareholders No. 3 dated September 16, 2025, the structure and composition of the Company's Board of Commissioners as of the end of fiscal year 2025 were as follows:

Susunan dan Dewan Komisaris (3I Maret 2026)
Structured and Composition of the Board of Commissioners (March 31, 2026)

Nama Name	Jabatan Position
Toto Wahyudiyanto	Presiden Komisaris (Komisaris Independen) President Commissioner (Independent Commissioner)
Harry Danui	Komisaris Independen Independent Commissioner

Susunan dan Komposisi Dewan Komisaris Setelah Tahun Buku 2025

Setelah berakhirnya tahun buku 2025 hingga diterbitkannya Laporan ini, tidak terdapat perubahan pada komposisi anggota Dewan Komisaris Perseroan.

Structure and Composition of the Board of Commissioners After Fiscal Year 2025

From the end of fiscal year 2025 until the issuance of this Report, there have been no changes to the composition of the Company's Board of Commissioners.

HUBUNGAN AFILIASI DEWAN KOMISARIS

Hubungan afiliasi antara anggota Dewan Komisaris, Direksi, dan Pemegang Saham Pengendali meliputi hubungan keluarga dan hubungan keuangan yang dapat mempengaruhi dinamika pengambilan keputusan Perusahaan serta berpotensi menimbulkan konflik kepentingan. Berikut adalah uraian mengenai hubungan afiliasi antara sesama anggota Dewan Komisaris, serta hubungan antara Dewan Komisaris dengan Direksi dan Pemegang Saham Pengendali pada tahun buku 2025:

AFFILIATED RELATIONSHIPS OF THE BOARD OF COMMISSIONERS

Affiliated relationships among members of the Board of Commissioners, the Board of Directors, and the Controlling Shareholder include family and financial relationships that may influence the Company's decision-making process and potentially give rise to conflicts of interest. The following is a description of the affiliated relationships among members of the Board of Commissioners, as well as the relationships between the Board of Commissioners, the Board of Directors, and the Controlling Shareholder during fiscal year 2025:

Hubungan Afiliasi Dewan Komisaris
Affiliation Relationships of the Board of Commissioners

Nama dan Jabatan Name and Position	Hubungan Keluarga dengan Family Relationship with						Hubungan Keuangan dengan Financial Relationship with					
	Dewan Komisaris Board of Commissioner		Direksi Board of Directors		Pemegang Saham Pengendalian Controlling Shareholders		Dewan Komisaris Board of Commissioner		Direksi Board of Directors		Pemegang Saham Pengendalian Controlling Shareholders	
	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Toto Wahyudiyanto Presiden Komisaris (Komisaris Independen) President Commissioner (Independent Commissioner)		√		√		√		√		√		√
Harry Danui Komisaris Independen Independent Commissioner		√		√		√		√		√		√

INDEPENDENSI KOMISARIS INDEPENDEN

Seluruh anggota Dewan Komisaris Perseroan menyatakan bahwa seluruh tugas dan tanggung jawabnya dilaksanakan secara independen serta telah memenuhi persyaratan independensi sesuai dengan ketentuan dalam POJK No. 33/2014 berikut:

INDEPENDENCE OF INDEPENDENT COMMISSIONERS

All members of the Company's Board of Commissioners have declared that they perform their duties and responsibilities independently and have fulfilled the independence requirements set forth under OJK Regulation No. 33/POJK.04/2014, as follows:

Kriteria Independensi Independence Criteria	Toto Wahyudiyanto	Harry Danui
Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya; Not being employed nor having the authority and responsibility to plan, lead, control, or supervise the Company's activities within the last 6 (six) months, except for re-appointment as the Independent Commissioner in the subsequent period;	√	√
Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan; Not having any shares in the Company, either directly or indirectly;	√	√
Tidak memiliki hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi atau pemegang saham utama Perseroan; Not having any affiliation relationship with the Company, members of the Board of Commissioners, members of the Board of Directors, or the Company's majority shareholders;	√	√
Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan. Not having any business relationship, either directly or indirectly, that is related to the Company's business activities.	√	√

RAPAT DEWAN KOMISARIS

Rapat Dewan Komisaris merupakan rapat formal yang diadakan secara berkala atau sewaktu-waktu apabila dianggap perlu oleh Presiden Komisaris atau oleh satu atau lebih anggota Dewan Komisaris. Jika diperlukan, Dewan Komisaris juga dapat mengundang Direksi untuk hadir dalam rapat tersebut.

Kebijakan Rapat Dewan Komisaris

Sesuai dengan ketentuan dalam POJK No. 33/2014, Dewan Komisaris diwajibkan untuk menyelenggarakan rapat internal minimal 1 (satu) kali dalam 2 (dua) bulan, serta rapat gabungan dengan Direksi minimal 1 (satu) kali dalam 4 (empat) bulan.

Pelaksanaan Rapat Dewan Komisaris

Sepanjang tahun buku 2025, Dewan Komisaris telah melaksanakan 6 (Enam) kali rapat internal dan 4 (empat) kali rapat gabungan bersama Direksi dengan tingkat kehadiran sebagai berikut:

BOARD OF COMMISSIONERS MEETINGS

Board of Commissioners meetings are formal meetings held on a regular basis or whenever deemed necessary by the President Commissioner or one or more members of the Board of Commissioners. When necessary, the Board of Commissioners may also invite members of the Board of Directors to attend such meetings.

Board of Commissioners Meeting Policy

In accordance with OJK Regulation No. 33/POJK.04/2014, the Board of Commissioners is required to hold internal meetings at least once every two months and joint meetings with the Board of Directors at least once every four months.

Implementation of Board of Commissioners Meetings

Throughout fiscal year 2025, the Board of Commissioners held 6 (six) internal meetings and 4 (four) joint meetings with the Board of Directors. The attendance record was as follows:

Kehadiran Dewan Komisaris dalam Rapat Internal dan Rapat Gabungan Tahun Buku 2025
Attendance of the Board of Commissioners in Internal and Joint Meetings in the 2025 Fiscal Year

Nama dan Jabatan Name and Position	Rapat Internal Internal Meeting			Rapat Gabungan Joint Meeting		
	Jumlah Rapat Total Meetings	Kehadiran Attendances	%	Jumlah Rapat Total Meetings	Kehadiran Attendances	%
Toto Wahyudiyanto Presiden Komisaris (Komisaris Independen) President Director	6	6	100	4	4	100
Harry Danui Komisaris Independen Independent Commissioner	6	6	100	4	4	100

Selain itu, Dewan Komisaris Perseroan juga berpartisipasi dalam menghadiri RUPS. Informasi mengenai tingkat kehadiran anggota Dewan Komisaris pada RUPS yang diselenggarakan sepanjang tahun buku 2025 dapat ditemukan pada subbab Rapat Umum Pemegang Saham dalam Laporan Tahunan dan Keberlanjutan ini.

In addition, the Company's Board of Commissioners participated in the General Meetings of Shareholders (GMS). Information regarding the attendance of members of the Board of Commissioners at the GMS held during fiscal year 2025 can be found in the General Meeting of Shareholders section of this Annual and Sustainability Report.

PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS [2-17]

Kegiatan pengembangan kompetensi berperan penting bagi Dewan Komisaris dalam memperkuat fungsi pengawasan dan pemberian nasihat strategis kepada Direksi, terutama dalam menjaga akuntabilitas, kepatuhan, serta keberlanjutan tata kelola Perseroan.

BOARD OF COMMISSIONERS COMPETENCY DEVELOPMENT

Competency development activities play an important role in strengthening the Board of Commissioners' supervisory function and its ability to provide strategic advice to the Board of Directors, particularly in maintaining accountability, compliance, and sustainable corporate governance.

Kebijakan Pengembangan Kompetensi Dewan Komisaris

Perseroan memiliki kebijakan untuk mendukung pelatihan dan peningkatan kompetensi bagi anggota Dewan Komisaris yang bertujuan untuk meningkatkan pengetahuan, keterampilan, dan wawasan anggota Dewan Komisaris dalam mendukung pelaksanaan tugas pengawasan atas Direksi dan Perseroan, serta memastikan penerapan GCG.

Kegiatan Pengembangan Kompetensi Dewan Komisaris

Sepanjang tahun buku 2025, Dewan Komisaris Perseroan telah mengikuti kegiatan pelatihan dan/atau peningkatan kompetensi berikut:

Board of Commissioners Competency Development Policy

The Company has established a policy to support training and competency development for members of the Board of Commissioners. This policy aims to enhance the knowledge, skills, and insights of the Board of Commissioners in carrying out its supervisory responsibilities over the Board of Directors and the Company, while ensuring the implementation of GCG.

Board of Commissioners Competency Development Activities

Throughout fiscal year 2025, the Company's Board of Commissioners participated in the following training and competency development activities:

Kegiatan Pengembangan Kompetensi Dewan Komisaris pada Tahun 2025
Board of Commissioners Competency Development Activities in the 2025 Fiscal Year

Nama dan Jabatan Name and Position	Materi Topic	Tanggal Date	Penyelenggara Organizer
Toto Wahyudiyanto Presiden Komisaris (Komisaris Independen) President Director	*Workshop* IFRS S1 dan S2	19 Juni 2025 June 19, 2025	Internal Hexindo
Harry Danui Komisaris Independen Independent Commissioner	*Workshop* IFRS S1 dan S2	19 Juni 2025 June 19, 2025	Internal Hexindo
	Risk and Governance Summit	19 Agustus 2025 August 19, 2025	OJK Institute
	Peran Komite Audit dalam ICOFR The Role of the Audit Committee in ICOFR	26 Agustus 2025 August 26, 2025	OJK Institute
	Risk Appetite and Risk Culture: Pilar Utama dalam Penguatan Manajemen Risiko di Sektor Keuangan Risk Appetite and Risk Culture: Key Pillars in Strengthening Risk Management in the Financial Sector	9 Oktober 2025 October 9, 2025	OJK Institute
	Economic Outlook 2026	19 Februari 2026 February 19, 2026	OJK Institute

PROGRAM ORIENTASI DEWAN KOMISARIS

Program Orientasi Dewan Komisaris bertujuan untuk memberikan pemahaman yang komprehensif kepada anggota Dewan Komisaris yang baru diangkat mengenai visi, misi, tata kelola, serta strategi dan operasional Perusahaan. Dengan demikian, anggota Dewan Komisaris dapat menjalankan fungsi pengawasan dan pemberian nasihat secara optimal sesuai dengan peraturan perundang-undangan yang berlaku.

Kebijakan Program Orientasi Dewan Komisaris

Perseroan memiliki kebijakan pelaksanaan program orientasi bagi anggota Dewan Komisaris yang baru diangkat melalui penyampaian materi berbentuk presentasi, diskusi bersama Direksi dan manajemen, kunjungan ke unit usaha atau proyek strategis, serta kegiatan lain yang relevan. Program orientasi ini diselenggarakan oleh Sekretaris Perusahaan, yang bertugas

BOARD OF COMMISSIONERS ORIENTATION PROGRAM

The Board of Commissioners Orientation Program is designed to provide newly appointed members of the Board of Commissioners with a comprehensive understanding of the Company's vision, mission, governance framework, strategy, and operations. This enables them to effectively carry out their supervisory and advisory functions in accordance with applicable laws and regulations.

Board of Commissioners Orientation Program Policy

The Company has established an orientation program for newly appointed members of the Board of Commissioners. The program may include presentations, discussions with the Board of Directors and management, visits to business units or strategic projects, and other relevant activities. The orientation program is organized by the Corporate Secretary, who is

menyiapkan materi, mengatur jadwal pertemuan dengan Direksi dan unit terkait, serta memastikan kelancaran kegiatan orientasi.

Pelaksanaan Program Orientasi Dewan Komisaris

Sepanjang tahun buku 2025, tidak ada pengangkatan anggota Dewan Komisaris yang baru. Oleh karena itu, Perseroan tidak menyelenggarakan program orientasi bagi Dewan Komisaris pada tahun buku 2025.

PENILAIAN KINERJA DEWAN KOMISARIS

Sebagai wujud transparansi dan tanggung jawab atas fungsi pengawasan, Perseroan secara berkala melakukan evaluasi terhadap kinerja Dewan Komisaris. Penilaian ini bertujuan untuk menilai efektivitas pelaksanaan tugas pengawasan serta kontribusi dalam menjaga penerapan GCG.

Prosedur Penilaian dan Pihak Penilai Kinerja Dewan Komisaris

Penilaian kinerja Dewan Komisaris dilakukan setiap tahun melalui mekanisme *self-assessment*, berdasarkan indikator umum yang ditetapkan dalam Rapat Dewan Komisaris. Hasil penilaian tersebut disusun dalam bentuk laporan pertanggungjawaban dan disampaikan kepada para pemegang saham dalam RUPS Tahunan.

Kriteria Penilaian Kinerja Dewan Komisaris

Penilaian kinerja dilakukan secara kolektif dan individual berdasarkan indikator umum yang ditetapkan dalam Rapat Dewan Komisaris, seperti:

1. Efektivitas pengawasan terhadap pelaksanaan tugas Direksi;
2. Keterlibatan aktif dalam fungsi Nominasi dan Remunerasi;
3. Kepatuhan terhadap peraturan perundang-undangan, Anggaran Dasar Perseroan, dan keputusan RUPS;
4. Kualitas komunikasi dan koordinasi antar anggota serta dengan Direksi; serta
5. Kontribusi dalam pengambilan keputusan strategis dan pengelolaan risiko Perseroan.

responsible for preparing the materials, arranging meetings with the Board of Directors and relevant units, and ensuring the smooth implementation of the program.

Implementation of the Board of Commissioners Orientation Program

Throughout fiscal year 2025, there were no new appointments to the Board of Commissioners. Therefore, the Company did not conduct an orientation program for the Board of Commissioners during fiscal year 2025.

BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT

As part of its commitment to transparency and accountability in carrying out its supervisory function, the Company regularly evaluates the performance of the Board of Commissioners. The assessment aims to measure the effectiveness of its supervisory duties and its contribution to maintaining the implementation of GCG.

Performance Assessment Procedures and Evaluators

The performance of the Board of Commissioners is evaluated annually through a self-assessment mechanism based on general indicators established at Board of Commissioners meetings. The assessment results are compiled in the form of an accountability report and presented to shareholders at the Annual GMS.

Board of Commissioners Performance Assessment Criteria

The performance assessment is conducted both collectively and individually based on general indicators established by the Board of Commissioners, including:

1. Effectiveness in supervising the performance of the Board of Directors.
2. Active involvement in the Nomination and Remuneration function.
3. Compliance with applicable laws and regulations, the Company's Articles of Association, and resolutions of the General Meeting of Shareholders.
4. Quality of communication and coordination among Board members and with the Board of Directors.
5. Contribution to strategic decision-making and the Company's risk management.

Hasil Penilaian Kinerja Masing-Masing Anggota Dewan Komisaris

Sepanjang tahun buku 2025, masing-masing anggota Dewan Komisaris telah melaksanakan tugas dan tanggung jawabnya dengan baik sesuai dengan prosedur, kriteria, dan mekanisme penilaian yang telah ditetapkan.

Performance Assessment Results of Individual Members of the Board of Commissioners

Throughout fiscal year 2025, each member of the Board of Commissioners performed his duties and responsibilities satisfactorily in accordance with the established procedures, assessment criteria, and evaluation mechanisms.

Nominasi dan Remunerasi Dewan Komisaris dan Direksi

Nomination and Remueneration of the Board of Commissioners and Directors

Nominasi adalah pengusulan seseorang untuk diangkat sebagai anggota Direksi atau Dewan Komisaris. Sementara itu, remunerasi adalah imbalan yang diberikan kepada anggota Direksi dan Dewan Komisaris sebagai kompensasi atas peran, tanggung jawab, dan wewenang yang mereka jalankan dalam Perusahaan.

Nomination refers to the proposal of an individual for appointment as a member of the Board of Directors or the Board of Commissioners. Remuneration refers to the compensation provided to members of the Board of Directors and the Board of Commissioners in recognition of the roles, responsibilities, and authority they carry out within the Company.

DASAR HUKUM

Dasar hukum mengenai pelaksanaan nominasi dan remunerasi Dewan Komisaris dan Direksi Perseroan mengacu pada ketentuan dan peraturan perundang-undangan berikut:

1. POJK No. 34/POJK.04/2014 tentang Komite Nominasi dan Remunerasi Emiten atau Perusahaan Publik;
2. POJK No. 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka; dan
3. Pedoman Pelaksanaan Fungsi Nominasi & Remunerasi Perseroan.

LEGAL BASIS

The legal basis governing the implementation of nomination and remuneration functions for the Board of Commissioners and the Board of Directors refers to the following regulations:

1. OJK Regulation No. 34/POJK.04/2014 concerning the Nomination and Remuneration Committee of Issuers or Public Companies.
2. OJK Regulation No. 21/POJK.04/2015 concerning the Implementation of Corporate Governance Guidelines for Public Companies.
3. The Company's Guidelines for the Implementation of Nomination and Remuneration Functions.

PELAKSANA FUNGSI NOMINASI DAN REMUNERASI

Hingga akhir tahun buku 2025, fungsi nominasi dan remunerasi dijalankan oleh Dewan Komisaris. Alasan tidak dibentuknya Komite Nominasi dan Remunerasi adalah karena mempertimbangkan efisiensi, efektivitas, dan kompleksitas Perusahaan yang masih memungkinkan fungsi ini dijalankan oleh Dewan Komisaris.

IMPLEMENTATION OF NOMINATION AND REMUNERATION FUNCTIONS

As of the end of fiscal year 2025, the nomination and remuneration functions were carried out by the Board of Commissioners. The Company has not established a Nomination and Remuneration Committee, taking into consideration efficiency, effectiveness, and the Company's level of complexity, which still allows these functions to be performed directly by the Board of Commissioners.

PEDOMAN PELAKSANAAN FUNGSI NOMINASI DAN REMUNERASI

Perseroan telah menetapkan Pedoman Pelaksanaan Fungsi Nominasi dan Remunerasi yang telah disahkan oleh Dewan Komisaris pada 1 Februari 2023. Pedoman ini juga telah diunggah pada situs web Perseroan dan memuat ketentuan-ketentuan berikut:

1. Tugas dan Tanggung Jawab;
2. Tata Cara dan Prosedur Kerja;
3. Penyelenggaraan Rapat; dan
4. Pelaporan.

TUGAS DAN TANGGUNG JAWAB PELAKSANA FUNGSI NOMINASI DAN REMUNERASI

Sebagaimana tercantum dalam Pedoman Pelaksanaan Fungsi Nominasi dan Remunerasi, Dewan Komisaris memiliki tugas dan tanggung jawab berikut dalam menjalankan fungsi nominasi dan remunerasi:

- Terkait dengan fungsi nominasi:
  1. Menyusun dan memberikan rekomendasi kepada Dewan Komisaris mengenai:
     a. Komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris;
     b. Kebijakan dan kriteria yang dibutuhkan dalam proses nominasi; dan
     c. Kebijakan evaluasi kinerja bagi anggota Direksi dan/ atau anggota Dewan Komisaris;
  2. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolak ukur yang telah disusun sebagai bahan evaluasi;
  3. Memberikan rekomendasi kepada Dewan Komisaris mengenai program pengembangan kemampuan anggota Direksi dan/atau Dewan Komisaris; serta
  4. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS.

- Terkait dengan fungsi remunerasi:
  1. Memberikan rekomendasi kepada Dewan Komisaris mengenai:

GUIDELINES FOR THE IMPLEMENTATION OF NOMINATION AND REMUNERATION FUNCTIONS

The Company has established Guidelines for the Implementation of Nomination and Remuneration Functions, which were approved by the Board of Commissioners on February 1, 2023. The guidelines have also been published on the Company's website and contain provisions regarding:

1. Duties and Responsibilities.
2. Work Procedures and Processes.
3. Meeting Administration.
4. Reporting.

DUTIES AND RESPONSIBILITIES OF THE NOMINATION AND REMUNERATION FUNCTION

As stipulated in the Guidelines for the Implementation of Nomination and Remuneration Functions, the Board of Commissioners has the following duties and responsibilities in carrying out the nomination and remuneration functions:

- With respect to the nomination function:
  1. Prepare and provide recommendations to the Board of Commissioners regarding:
     a. The composition of positions within the Board of Directors and/or the Board of Commissioners.
     b. Policies and criteria required for the nomination process.
     c. Performance evaluation policies for members of the Board of Directors and/or the Board of Commissioners.
  2. Assist the Board of Commissioners in assessing the performance of members of the Board of Directors and/or the Board of Commissioners based on established performance indicators for evaluation purposes.
  3. Provide recommendations to the Board of Commissioners regarding competency development programs for members of the Board of Directors and/or the Board of Commissioners.
  4. Recommend qualified candidates for membership of the Board of Directors and/or the Board of Commissioners to the Board of Commissioners for submission to the General Meeting of Shareholders (GMS).

- With respect to the remuneration function:
  1. Provide recommendations to the Board of Commissioners regarding:

a. Struktur remunerasi anggota Direksi dan anggota Dewan Komisaris;

b. Kebijakan atas remunerasi anggota Direksi dan anggota Dewan Komisaris; dan

c. Besaran atas remunerasi anggota Direksi dan anggota Dewan Komisaris;

2. Melakukan penilaian kinerja dengan kesesuaian Remunerasi yang diterima masing-masing anggota Direksi dan/atau anggota Dewan Komisaris.

a. The remuneration structure for members of the Board of Directors and the Board of Commissioners.

b. Remuneration policies for members of the Board of Directors and the Board of Commissioners.

c. The amount of remuneration for members of the Board of Directors and the Board of Commissioners.

2. Assess the alignment between the performance of each member of the Board of Directors and/or the Board of Commissioners and the remuneration received.

RAPAT FUNGSI NOMINASI DAN REMUNERASI

Rapat Fungsi Nominasi dan Remunerasi merupakan wadah penting untuk memastikan transparansi dalam pengusulan anggota Direksi dan Dewan Komisaris serta penetapan kebijakan remunerasi yang sesuai dengan peran dan tanggung jawab mereka.

Kebijakan Rapat Fungsi Nominasi dan Remunerasi

Sesuai dengan ketentuan dalam Pedoman Pelaksanaan Fungsi Nominasi dan Remunerasi, rapat fungsi nominasi dan remunerasi diselenggarakan minimal 1 (satu) kali dalam 4 (empat) bulan. Selain itu, rapat ini juga dapat digabungkan dengan Rapat Dewan Komisaris dan hanya dapat dilaksanakan jika dihadiri oleh mayoritas anggota Dewan Komisaris.

Pelaksanaan Rapat Fungsi Nominasi dan Remunerasi

Sepanjang tahun buku 2025, rapat fungsi nominasi dan remunerasi dilaksanakan bersamaan dengan rapat Dewan Komisaris, yang diselenggarakan sebanyak 6 (enam) kali. Informasi mengenai tingkat kehadiran Dewan Komisaris dalam rapat tersebut dapat ditemukan pada subbab Dewan Komisaris dalam Laporan Tahunan dan Keberlanjutan ini.

PROSEDUR NOMINASI DEWAN KOMISARIS DAN DIREKSI [2-10]

Prosedur nominasi Dewan Komisaris dan Direksi dirancang untuk memastikan proses seleksi yang objektif, transparan, dan sesuai dengan kebutuhan Perusahaan.

NOMINATION AND REMUNERATION FUNCTION MEETINGS

Meetings of the Nomination and Remuneration Function serve as an important forum to ensure transparency in the nomination of members of the Board of Directors and the Board of Commissioners, as well as in determining remuneration policies that are aligned with their roles and responsibilities.

Nomination and Remuneration Function Meeting Policy

In accordance with the Guidelines for the Implementation of Nomination and Remuneration Functions, meetings must be held at least once every four months. These meetings may be conducted in conjunction with Board of Commissioners meetings and may only proceed if attended by a majority of the members of the Board of Commissioners.

Implementation of Nomination and Remuneration Function Meetings

Throughout fiscal year 2025, meetings of the Nomination and Remuneration Function were conducted in conjunction with Board of Commissioners meetings, which were held 6 (six) times. Information regarding the attendance of the Board of Commissioners at these meetings can be found in the Board of Commissioners section of this Annual and Sustainability Report.

NOMINATION PROCEDURES FOR THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The nomination procedures for the Board of Commissioners and the Board of Directors are designed to ensure an objective, transparent, and needs-based selection process.

Kebijakan Nominasi Dewan Komisaris dan Direksi

Dalam melaksanakan fungsi nominasi dan remunerasi, Dewan Komisaris menetapkan komposisi anggota Dewan Komisaris dan Direksi dengan mempertimbangkan kondisi Perseroan serta memastikan keberagaman dalam hal keahlian, pengetahuan, dan pengalaman relevan yang dimiliki oleh setiap calon.

Proses Nominasi Dewan Komisaris dan Direksi

Pengusulan calon anggota Dewan Komisaris dan Direksi Perseroan dilakukan dengan melalui beberapa tahapan berikut:

1. Penilaian terhadap kebutuhan posisi yang tersedia;
2. Evaluasi terhadap calon kandidat yang memenuhi kualifikasi; dan
3. Pengajuan nama kandidat untuk mendapatkan persetujuan dalam RUPS.

PROSEDUR DAN PELAKSANAAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI [2-19, 2-20]

Prosedur remunerasi Dewan Komisaris dan Direksi ditetapkan untuk memastikan kesesuaian antara kompensasi yang diberikan dengan kinerja dan kontribusi yang dihasilkan.

Prosedur Penetapan Remunerasi Dewan Komisaris dan Direksi

Berdasarkan Pedoman Pelaksanaan Fungsi Nominasi dan Remunerasi Perseroan, prosedur penetapan jumlah remunerasi yang diterima oleh Dewan Komisaris dan Direksi dilakukan dengan mempertimbangkan hal-hal berikut:

1. Remunerasi yang berlaku pada industri dengan kegiatan usaha dan/atau skala usaha sejenis dari Perseroan;
2. Peran, tanggung jawab dan wewenang anggota Direksi dan anggota Dewan Komisaris dikaitkan dengan pencapaian tujuan dan kinerja Perseroan;
3. Target dan kinerja masing-masing anggota Direksi dan anggota Dewan Komisaris; dan
4. Keseimbangan tunjangan yang bersifat tetap dan bersifat variabel.

Nomination Policy for the Board of Commissioners and Board of Directors

In carrying out the nomination and remuneration functions, the Board of Commissioners determines the composition of the Board of Commissioners and the Board of Directors by considering the Company's circumstances and ensuring diversity in terms of expertise, knowledge, and relevant experience among candidates.

Nomination Process for the Board of Commissioners and Board of Directors

The nomination of candidates for membership of the Board of Commissioners and the Board of Directors is conducted through the following stages:

1. Assessment of the available position requirements.
2. Evaluation of qualified candidates.
3. Submission of candidate nominations for approval at the General Meeting of Shareholders (GMS).

PROCEDURES AND IMPLEMENTATION OF REMUNERATION FOR THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The remuneration procedures for the Board of Commissioners and the Board of Directors are established to ensure that compensation is aligned with the performance and contributions of each member.

Procedure for Determining Remuneration of the Board of Commissioners and Board of Directors

Based on the Company's Guidelines for the Implementation of Nomination and Remuneration Functions, the determination of remuneration for members of the Board of Commissioners and the Board of Directors takes into account the following factors:

1. Remuneration practices within companies of similar industry and business scale.
2. The roles, responsibilities, and authority of members of the Board of Directors and the Board of Commissioners in relation to the achievement of the Company's objectives and performance.
3. The targets and performance of each member of the Board of Directors and the Board of Commissioners.
4. An appropriate balance between fixed and variable compensation components.

Struktur Remunerasi Dewan Komisaris dan Direksi

Struktur remunerasi Dewan Komisaris dan Direksi Perseroan mencakup:

1. Gaji;
2. Honorarium;
3. Insentif; dan
4. Tunjangan lainnya.

Remuneration Structure of the Board of Commissioners and Board of Directors

The remuneration structure for members of the Board of Commissioners and the Board of Directors includes:

1. Salaries;
2. Honoraria;
3. Incentives;
4. Other allowances and benefits;

Remunerasi Dewan Komisaris dan Direksi

Jumlah remunerasi yang diterima oleh seluruh anggota Dewan Komisaris dan Direksi Perseroan pada tahun buku 2025, yang terdiri dari 2 (dua) anggota Dewan Komisaris dan 8 (Delapan) anggota Direksi, beserta perbandingannya dengan tahun buku sebelumnya adalah sebagai berikut:

Remuneration of the Board of Commissioners and Board of Directors

The total remuneration received by all members of the Company's Board of Commissioners and Board of Directors during fiscal year 2025, comprising 2 (two) members of the Board of Commissioners and 8 (eight) members of the Board of Directors, together with a comparison to the previous fiscal year, is presented as follows:

(dalam USD | in USD)

Jabatan Position	FY2025	FY2024
Dewan Komisaris Board of Commissioners	36.018	36.406
Direksi Board of Directors	675.708	626.804
Jumlah **Total**	**711.726**	**663.210**

Organ Pendukung Direksi
Supporting Organs of the Board of Directors

Dalam melaksanakan tugas dan tanggung jawabnya, Direksi dibantu oleh 2 (dua) komite, yaitu Komite Kepatuhan dan Manajemen Risiko serta Komite Keselamatan Kerja. Selain itu, Direksi juga memiliki 2 (dua) organ pendukung lainnya, yaitu Sekretaris Perusahaan dan Audit Internal.

In carrying out its duties and responsibilities, the Board of Directors is supported by 2 (two) committees, namely the Compliance and Risk Management Committee and the Occupational Safety Committee. In addition, the Board of Directors is also supported by 2 (two) other supporting functions, namely the Corporate Secretary and Internal Audit.

KOMITE KEPATUHAN DAN MANAJEMEN RISIKO

Komite Kepatuhan dan Manajemen Risiko merupakan unit kerja strategis yang dibentuk untuk mendukung penerapan GCG melalui pengawasan, identifikasi, dan mitigasi terhadap risiko serta isu kepatuhan yang timbul dalam aktivitas operasional Perusahaan.

COMPLIANCE AND RISK MANAGEMENT COMMITTEE

The Compliance and Risk Management Committee is a strategic working committee established to support the implementation of Good Corporate Governance (GCG) through the oversight, identification, and mitigation of risks and compliance issues arising from the Company's operational activities.

Dasar Hukum

Dasar hukum mengenai pembentukan, fungsi, serta pedoman kerja Komite Kepatuhan dan Manajemen Risiko mengacu pada Surat Keputusan Direksi No. 239/SK-DIR/2020 tanggal 1 Juli 2020 tentang Komite Kepatuhan dan Manajemen Risiko.

Legal Basis

The legal basis for the establishment, functions, and operating guidelines of the Compliance and Risk Management Committee refers to Board of Directors Decree No. 239/SK-DIR/2020 dated July 1, 2020, concerning the Compliance and Risk Management Committee.

Susunan dan Komposisi Komite Kepatuhan dan Manajemen Risiko

Keanggotaan Komite Kepatuhan dan Manajemen Risiko bersifat struktural dan melekat pada jabatan, bukan individu. Penunjukan anggota komite yang mewakili Departemen/Divisi dilakukan berdasarkan persetujuan Direktur *Function* (Direktur yang membawahi Departemen/Divisi terkait).

Structure and Composition of the Compliance and Risk Management Committee

Membership of the Compliance and Risk Management Committee is based on organizational positions rather than individuals. Committee members representing a Department or Division are appointed with the approval of the relevant Functional Director (the Director responsible for overseeing the respective Department or Division).

Selain itu, Komite Kepatuhan dan Manajemen Risiko juga memiliki kewenangan untuk menunjuk anggota *ad-hoc* dari unit kerja terkait guna memberikan pandangan teknis atau menyelesaikan permasalahan tertentu sesuai dengan lingkup kebutuhan komite. Adapun struktur keanggotaan Komite Kepatuhan dan Manajemen Risiko adalah sebagai berikut:

In addition, the Compliance and Risk Management Committee has the authority to appoint ad hoc members from relevant business units to provide technical expertise or address specific issues in accordance with the Committee's requirements. The structure of the Compliance and Risk Management Committee is as follows:

Struktur Keanggotaan Komite Kepatuhan dan Manajemen Risiko
Membership Structure of the Compliance and Risk Management Committee

Jabatan dalam Komite Position in the Committee	Jabatan dalam Perusahaan Position in the Company
Penasehat Advisor	Direktur Pengembangan Bisnis Business Development Director
Ketua Chairman	Kepala Departemen Legal Legal Department Head
Anggota Members	Perwakilan Divisi *Finance* Representative of Finance Division
	Perwakilan Divisi HR & GA Representative of HR & GA Division
	Perwakilan Divisi Internal Audit Representative of Internal Audit Division
	Perwakilan Divisi IT, QSHE, CP & SMO Representative of IT, QSHE, CP & SMO Division
	Perwakilan Divisi *Procurement, Asset Management & Import Control* Representative of Procurement, Asset Management & Import Control Division
	Perwakilan Departemen *Branch Sales Administration* Representative of Branch Sales Administration Department
	Perwakilan Divisi *Part & Service* Representative of Parts & Services Division

*Struktur keanggotaan mengacu pada SK Direksi No. 239/SK-DIR/20 tanggal 1 Juli 2020
*Membership structure refers to SK Direksi No. 239/SK-DIR/2020 dated July 1, 2020

Masa Jabatan Komite Kepatuhan dan Manajemen Risiko

Masa jabatan Komite Kepatuhan dan Manajemen Risiko terhitung sejak 1 Juli 2020 sampai dengan adanya keputusan pemberhentian oleh Direktur.

Term of Office of the Compliance and Risk Management Committee

The term of office of the Compliance and Risk Management Committee commenced on July 1, 2020, and shall continue until a dismissal decision is issued by the Director.

Tugas, Tanggung Jawab, dan Wewenang Komite Kepatuhan dan Manajemen Risiko

Sebagaimana tercantum dalam SK Direksi No. 239/SK-DIR/2020, Komite Kepatuhan dan Manajemen Risiko Perseroan memiliki tugas, tanggung jawab, serta wewenang berikut:

1. Menerima laporan, mengidentifikasi kejadian, melakukan klarifikasi terhadap risiko dan masalah kepatuhan yang terjadi dalam aktivitas Perusahaan dengan mengacu kepada prinsip dasar dan panduan kepatuhan dan manajemen risiko;
2. Melakukan dan mengukur langkah-langkah yang dapat direkomendasikan untuk mengatasi suatu masalah, dalam mengurangi atau mencegah terjadinya resiko dan masalah kepatuhan (*Policy Making*) untuk disampaikan kepada Direksi (Fungsi Intermediasi) sebelum dilakukan suatu keputusan;
3. Merumuskan kebijakan manajemen risiko Perusahaan;
4. Melakukan identifikasi secara rutin potensi risiko atas isu internal dan eksternal (*inherent risk*) dan mengidentifikasi dampak setelah dilakukannya mitigasi (*residual risk*);
5. Melakukan pendampingan dan memberikan rekomendasi kepada departemen terkait langsung dengan masalah risiko dan kepatuhan terkait;
6. Mendorong dan mengedukasi isu-isu kepatuhan dan manajemen risiko dalam lingkungan perusahaan melalui/dengan perantara department terkait;
7. Apabila dianggap perlu, dalam hal terjadi suatu masalah kepatuhan ataupun adanya suatu resiko tertentu, Komite dapat melakukan pelaporan kepada *Compliance and Risk Management Division* HCM Jepang c.q *the Secretary of Compliance* atau *the Secretary of Risk Management*; dan
8. Apabila diperlukan, dalam melaksanakan tugasnya Komite dapat menunjuk departemen terkait, untuk duduk sebagai anggota *Ad-Hoc* Komite dalam menangani masalah tertentu.

Duties, Responsibilities, and Authorities of the Compliance and Risk Management Committee

As stipulated in Board of Directors Decree No. 239/SK-DIR/2020, the Company's Compliance and Risk Management Committee has the following duties, responsibilities, and authorities:

1. Receive reports, identify incidents, and conduct clarification of risks and compliance issues arising from the Company's activities in accordance with the fundamental principles and guidelines of compliance and risk management.
2. Assess and recommend appropriate measures to address issues and reduce or prevent risks and compliance violations (policy-making), to be submitted to the Board of Directors (intermediary function) prior to decision-making.
3. Formulate the Company's risk management policies.
4. Regularly identify potential risks arising from internal and external issues (inherent risks) and assess the impact after mitigation measures have been implemented (residual risks).
5. Provide assistance and recommendations to the relevant departments regarding risk and compliance matters.
6. Promote awareness and provide education on compliance and risk management issues throughout the Company through the relevant departments.
7. Where deemed necessary, in the event of a compliance issue or specific risk, report the matter to the Compliance and Risk Management Division of HCM Japan, c.q. the Secretary of Compliance or the Secretary of Risk Management.
8. Where necessary, appoint representatives from relevant departments to serve as Ad Hoc Committee members in addressing specific issues.

Independensi Komite Kepatuhan dan Manajemen Risiko

Seluruh anggota Komite Kepatuhan dan Manajemen Risiko tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris, maupun Pemegang Saham Pengendali Perseroan yang dapat menimbulkan benturan kepentingan atau mempengaruhi independensi serta objektivitas dalam pelaksanaan tugas dan tanggung jawabnya.

Independence of the Compliance and Risk Management Committee

All members of the Compliance and Risk Management Committee are free from any affiliation with other members of the Board of Directors, the Board of Commissioners, or the Company's Controlling Shareholders that could create a conflict of interest or impair their independence and objectivity in carrying out their duties and responsibilities.

Rapat Komite Kepatuhan dan Manajemen Risiko

Rapat Komite Kepatuhan dan Manajemen Risiko merupakan forum strategis untuk memastikan efektivitas pengelolaan risiko dan kepatuhan, serta mendukung pengambilan keputusan yang selaras dengan prinsip GCG.

Kebijakan Rapat Komite Kepatuhan dan Manajemen Risiko

Rapat Komite Kepatuhan dan Manajemen Risiko diselenggarakan minimal 1 (satu) kali setiap triwulan, dan dapat dilaksanakan sewaktu-waktu apabila dipandang perlu.

Pelaksanaan Rapat Komite Kepatuhan dan Manajemen Risiko

Sepanjang tahun buku 2025, Komite Kepatuhan dan Manajemen Risiko telah melaksanakan 4 kali rapat dengan tingkat kehadiran sebagai berikut:

Compliance and Risk Management Committee Meetings

Meetings of the Compliance and Risk Management Committee serve as a strategic forum to ensure the effectiveness of risk and compliance management and to support decision-making that is aligned with the principles of Good Corporate Governance (GCG).

Policy on Compliance and Risk Management Committee Meetings

The Compliance and Risk Management Committee shall convene at least once every quarter and may hold additional meetings whenever deemed necessary.

Implementation of Compliance and Risk Management Committee Meetings

Throughout the 2025 financial year, the Compliance and Risk Management Committee held 4 meetings, with attendance rates as follows:

Rapat Komite Kepatuhan dan Manajemen Risiko
Meetings of Comliance and Risk Management Committee

Tanggal Date	Agenda Rapat Meeting Agendas	Tingkat Kehadiran Attendance Rate
10 Juni 2025 June 10, 2025	*Business Continuity Plan (BCP)*	90%
4 September 2025 September 4, 2025	*Strategic Steps in Business Continuity Plan (BCP) Development*	100%
11 Desember 2025 December 11, 2025	*Risk Minimization (New Register)*	80%
3 Februari 2026 February 3, 2026	*Risk Register Consolidation & Prioritization Review*	100%

Pengembangan Kompetensi Komite Kepatuhan dan Manajemen Risiko

Untuk menjaga efektivitas pengawasan serta penerapan prinsip kepatuhan dan manajemen risiko yang optimal, Perseroan memandang penting penguatan kompetensi anggota Komite Kepatuhan dan Manajemen Risiko melalui program pengembangan yang berkesinambungan dan sesuai dengan dinamika regulasi serta praktik terbaik industri.

Kebijakan Pengembangan Kompetensi Komite Kepatuhan dan Manajemen Risiko

Perseroan memiliki kebijakan untuk memberikan pelatihan dan pengembangan kompetensi yang terstruktur bagi anggota Komite Kepatuhan dan Manajemen Risiko, agar mampu menjalankan fungsi pengawasan dan pengendalian risiko secara proaktif, responsif, dan sesuai ketentuan yang berlaku.

Competency Development of the Compliance and Risk Management Committee

To maintain effective oversight and ensure the optimal implementation of compliance and risk management principles, the Company recognizes the importance of strengthening the competencies of the Compliance and Risk Management Committee members through continuous development programs that are aligned with regulatory developments and industry best practices.

Policy on Competency Development of the Compliance and Risk Management Committee

The Company has established a policy to provide structured training and competency development programs for members of the Compliance and Risk Management Committee, enabling them to carry out their oversight and risk control functions proactively, effectively, and in accordance with applicable regulations.

Kegiatan Pengembangan Kompetensi Komite Kepatuhan dan Manajemen Risiko

Informasi terkait pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Komite Kepatuhan dan Manajemen Risiko disajikan pada bagian Kegiatan Pengembangan Kompetensi Direksi dalam Laporan ini.

Pelaksanaan Tugas Komite Kepatuhan dan Manajemen Risiko

Sepanjang tahun buku 2025, Komite Kepatuhan dan Manajemen Risiko telah melaksanakan tugas-tugas berikut:

1. Menindaklanjuti laporan risiko dan kepatuhan yang terjadi di unit kerja;
2. Menyusun rekomendasi kebijakan mitigasi risiko dan menyampaikannya kepada Direksi;
3. Melakukan identifikasi rutin atas risiko inheren dan *residual risk*;
4. Memberikan pendampingan dan rekomendasi kepada departemen terkait; serta
5. Melaksanakan edukasi dan sosialisasi isu kepatuhan dan risiko.

Penilaian Kinerja Komite Kepatuhan dan Manajemen Risiko

Sebagai bagian dari penerapan GCG, evaluasi kinerja Komite Kepatuhan dan Manajemen Risiko dilakukan untuk memastikan efektivitas pelaksanaan fungsi pengawasan, pengelolaan risiko, dan kepatuhan terhadap regulasi.

Prosedur Penilaian Kinerja Komite Kepatuhan dan Manajemen Risiko

Direksi melakukan evaluasi kinerja Komite Kepatuhan dan Manajemen Risiko setiap tahun menggunakan metode penilaian yang didasarkan pada pelaksanaan tugas dan tanggung jawab yang telah dilaksanakan beserta kriteria penilaian yang telah ditetapkan.

Kriteria Penilaian Kinerja Komite Kepatuhan dan Manajemen Risiko

Berikut adalah kriteria yang digunakan dalam melakukan penilaian atas kinerja Komite Kepatuhan dan Manajemen Risiko Perseroan:

1. Ketepatan dalam identifikasi dan pelaporan risiko serta masalah kepatuhan;
2. Efektivitas rekomendasi dan kebijakan yang disusun;
3. Konsistensi evaluasi risiko internal dan eksternal;
4. Kualitas pendampingan kepada departemen terkait;

Competency Development Activities of the Compliance and Risk Management Committee

Information regarding training programs and competency development activities attended by members of the Compliance and Risk Management Committee is presented in the Board of Directors' Competency Development Activities section of this Report.

Implementation of the Duties of the Compliance and Risk Management Committee

Throughout the 2025 financial year, the Compliance and Risk Management Committee carried out the following activities:

1. Followed up on risk and compliance reports arising from operational units.
2. Prepared risk mitigation policy recommendations and submitted them to the Board of Directors.
3. Conducted regular identification of inherent risks and residual risks.
4. Provided guidance and recommendations to the relevant departments.
5. Conducted education and awareness programs on compliance and risk-related matters.

Performance Assessment of the Compliance and Risk Management Committee

As part of the implementation of Good Corporate Governance (GCG), the performance of the Compliance and Risk Management Committee is evaluated to ensure the effectiveness of its oversight function, risk management activities, and compliance with applicable regulations.

Performance Assessment Procedure of the Compliance and Risk Management Committee

The Board of Directors conducts an annual performance evaluation of the Compliance and Risk Management Committee using an assessment method based on the implementation of its duties and responsibilities, as well as the established evaluation criteria.

Performance Assessment Criteria of the Compliance and Risk Management Committee

The following criteria are used to assess the performance of the Company's Compliance and Risk Management Committee:

1. Accuracy in identifying and reporting risks and compliance issues.
2. Effectiveness of recommendations and policies developed.
3. Consistency in evaluating internal and external risks.
4. Quality of support provided to the relevant departments.

5. Peran dalam edukasi dan sosialisasi kepatuhan;
6. Responsif terhadap isu-isu kepatuhan dan risiko; serta
7. Kolaborasi lintas departemen dalam penanganan masalah.

Hasil Penilaian Kinerja Komite Kepatuhan dan Manajemen Risiko

Berdasarkan prosedur dan kriteria penilaian kinerja yang diterapkan pada tahun buku 2025, masing-masing anggota Komite Kepatuhan dan Manajemen Risiko telah menjalankan tugas dan tanggung jawabnya dengan baik.

KOMITE KESELAMATAN KERJA [403-4]

Komite Keselamatan Kerja adalah unit kerja strategis yang bertugas untuk mendukung manajemen dalam penyusunan kebijakan dan pengawasan implementasi K3, guna memastikan operasional yang aman, efisien, dan produktif.

Dasar Hukum

Dasar hukum mengenai pembentukan, fungsi, serta pedoman kerja Keselamatan Kerja mengacu pada ketentuan dan peraturan perundang-undangan berikut:

1. UU No. 1 Tahun 1970 tentang Keselamatan Kerja;
2. UU No. 13 Tahun 2003 tentang Ketenagakerjaan;
3. Peraturan Menteri Tenaga Kerja No. 4 Tahun 1987 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja serta Tata Cara Penunjukan Ahli Keselamatan Kerja;
4. Peraturan Gubernur No. 147 Tahun 2019 tentang Organisasi dan Tata Kerja Dinas Tenaga Kerja Transmigrasi dan Energi Provinsi DKI Jakarta; dan
5. Keputusan Kepala Dinas Tenaga Kerja Transmigrasi dan Energi Provinsi DKI Jakarta No. 1525 Tahun 2025 tentang Pengesahan Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) di Perusahaan.

Susunan dan Komposisi Komite Keselamatan Kerja

Komite Keselamatan Kerja (P2K3) Perusahaan terdiri atas perwakilan dari unsur manajemen (pengusaha) dan pekerja, dengan struktur keanggotaan yang mencakup Ketua, Sekretaris, dan Anggota. Sekretaris P2K3 dijabat oleh tenaga ahli di bidang K3 yang berasal dari internal Perusahaan. Penetapan susunan keanggotaan P2K3 dilakukan oleh Menteri Ketenagakerjaan atau pejabat yang diberi kewenangan, berdasarkan usulan yang disampaikan oleh pihak manajemen Perusahaan. Adapun struktur keanggotaan Komite Keselamatan Kerja Perseroan adalah sebagai berikut:

5. Contribution to compliance education and awareness programs.
6. Responsiveness to compliance and risk-related issues.
7. Cross-departmental collaboration in addressing issues.

Results of the Performance Assessment of the Compliance and Risk Management Committee

Based on the performance assessment procedures and criteria applied during the 2025 financial year, each member of the Compliance and Risk Management Committee performed his or her duties and responsibilities satisfactorily.

OCCUPATIONAL SAFETY COMMITTEE

The Occupational Safety Committee is a strategic working unit responsible for supporting management in formulating policies and overseeing the implementation of Occupational Health and Safety (OHS) programs to ensure safe, efficient, and productive operations.

Legal Basis

The establishment, functions, and working guidelines of the Occupational Safety Committee are based on the following laws and regulations:

1. Law No. 1 of 1970 concerning Occupational Safety.
2. Law No. 13 of 2003 concerning Manpower.
3. Minister of Manpower Regulation No. 4 of 1987 concerning Occupational Safety and Health Committees and Procedures for the Appointment of Occupational Safety Experts.
4. Governor Regulation No. 147 of 2019 concerning the Organizational Structure and Work Procedures of the Jakarta Provincial Manpower, Transmigration, and Energy Agency.
5. Decree of the Head of the Jakarta Provincial Manpower, Transmigration, and Energy Agency No. 1525 of 2025 concerning the Approval of Occupational Safety and Health Committees (P2K3) within Companies.

Structure and Composition of the Occupational Safety Committee

The Company's Occupational Safety Committee (P2K3) consists of representatives from management (employers) and employees, with a membership structure comprising a Chairperson, Secretary, and Members. The position of P2K3 Secretary is held by an Occupational Health and Safety expert from within the Company. The composition of P2K3 membership is determined by the Minister of Manpower or an authorized official based on a proposal submitted by the Company's management. The membership structure of the Company's Occupational Safety Committee is as follows:

Susunan dan Komposisi Komite Keselamatan Kerja
Structure and Composition of the Occupational Safety Committee

Jabatan dalam Komite Position in the Committee	Jabatan dalam Perusahaan Position in the Company
Ketua Chairman	Dwi Swasono President Director
Sekretaris (Ahli K3 Umum) Secretary (Certified OHS Expert)	Rosiana Rizky Amelia QSHE Department Head
Wakil Ketua Vice Chairman	Ichsan Armanda ISO, SMK3, SMKP Management Representative, Deputy Division Head (QSHE & FM)
Seksi Pengawas Program K3 Perusahaan OHS Program Supervision Division	Zahirman Human Capital Division Head
Seksi Investigasi Kecelakaan Kerja Workplace Accident Investigation Division	M. Nasir Product Support Division Head
Seksi HIV/AIDS, NAPZA & TBC HIV/AIDS, Narcotics & TB Division	Thomas Cahyono Deputy Human Capital Division Head
Seksi Pengelola Lingkungan Hidup Environmental Management Division	Kherta Lugina Technical Control Department Head
Seksi Kepatuhan & Internal Control Compliance & Internal Control Division	M. Thamrin Chief Internal Auditor
	Dea Deskarina Legal Department Head
Perwakilan Serikat Pekerja Workers' Union Representative	Sugeng Purnomo Warehouse Department Head
	Wisnu Nugroho Service Admin Department Head
Anggota Members	Sudarsono Product Support Division Head
	Binar Yustanto Product Support Division Head
	Syamsul Ariefin Technical Control Division Head
	Kuki Dwi Martiana General Affair & Asset Management Department Head
	Pairun New & Used Equipment Sales Department Head
	Listiana A. Kurniawati Corporate Secretary, Corporate Planning & SMO Department Head
	Arnold Rodrigo Deputy Procurement & Inventory Department Head
	Pramono Edward MJ Sales Department Head
	Robet Manalu Jakarta Branch Head
	Sentot M. Sulistyo Foreman Jakarta Branch
	Hilman Iman Effendi Deputy Market Development Department Head
	Awang Suzai Chairul Sales Section Head
	Yogo Edi Priyanto Service Admin Section Head
	Nugroho Business Support System Section Head
	Anggi Noviyana Internal Audit Section Head

Masa Jabatan Komite Keselamatan Kerja

Masa jabatan Komite Keselamatan Kerja ditetapkan selama 3 (tiga) tahun, terhitung sejak 5 Desember 2025.

Tugas dan Tanggung Jawab Komite Keselamatan Kerja

Sebagaimana tercantum dalam Keputusan Kepala Dinas Tenaga Kerja Transmigrasi dan Energi Provinsi DKI Jakarta No. 1525 Tahun 2025 tentang Pengesahan Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) di Perusahaan, Komite Keselamatan Kerja Perseroan memiliki tugas dan tanggung jawab berikut:

1. Memberikan saran dan mempertimbangkan baik diminta maupun tidak kepada Pengusaha atau Pengurus mengenai masalah Keselamatan dan Kesehatan Kerja (K3).
2. Membantu Pimpinan Perusahaan menyusun kebijaksanaan manajemen dan pedoman kerja dalam rangka upaya meningkatkan keselamatan kerja, higiene perusahaan, kesehatan kerja, ergonomi dan gizi tenaga kerja.
3. Mencegah dan mengurangi terjadinya kecelakaan kerja, kebakaran, peledakan, keracunan, penyakit akibat kerja serta pencemaran lingkungan dalam rangka melancarkan jalannya proses produksi sehingga akan meningkatkan efisiensi dan produktivitas kerja.

Independensi Komite Keselamatan Kerja

Seluruh anggota Komite Keselamatan Kerja tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, Dewan Komisaris, maupun Pemegang Saham Pengendali Perseroan yang dapat menimbulkan benturan kepentingan atau mempengaruhi independensi serta objektivitas dalam pelaksanaan tugas dan tanggung jawabnya.

Rapat Komite Keselamatan Kerja

Rapat Komite Keselamatan Kerja merupakan forum strategis untuk membahas, mengevaluasi, dan memberikan rekomendasi terhadap kebijakan, program, serta pelaksanaan K3 di lingkungan Perseroan.

Kebijakan Rapat Komite Keselamatan Kerja

Rapat Komite Keselamatan Kerja diselenggarakan minimal 1 (satu) kali setiap triwulan, dan dapat dilaksanakan sewaktu-waktu apabila dipandang perlu.

Pelaksanaan Rapat Komite Keselamatan Kerja

Sepanjang tahun buku 2025, Keselamatan Kerja telah melaksanakan 6 kali rapat dengan tingkat kehadiran sebagai berikut:

Term of Office of the Occupational Safety Committee

The term of office of the Occupational Safety Committee is set for a period of three (3) years, effective from December 5, 2025.

Duties and Responsibilities of the Occupational Safety Committee

As stipulated in the Decree of the Head of the Jakarta Provincial Manpower, Transmigration, and Energy Agency No. 1525 of 2025 concerning the Approval of Occupational Safety and Health Committees (P2K3) within Companies, the Company's Occupational Safety Committee has the following duties and responsibilities:

1. Providing advice and recommendations, whether requested or not, to the Employer or Management regarding Occupational Safety and Health (OSH) matters.
2. Assisting Company Management in formulating management policies and work guidelines aimed at improving occupational safety, industrial hygiene, occupational health, ergonomics, and workers' nutrition.
3. Preventing and reducing the occurrence of occupational accidents, fires, explosions, poisoning, occupational diseases, and environmental pollution in order to ensure smooth production processes, thereby improving work efficiency and productivity.

Independence of the Occupational Safety Committee

All members of the Occupational Safety Committee are free from any affiliation with other members of the Board of Directors, the Board of Commissioners, or the Company's Controlling Shareholders that could create a conflict of interest or impair their independence and objectivity in carrying out their duties and responsibilities.

Occupational Safety Committee Meetings

Meetings of the Occupational Safety Committee serve as a strategic forum to discuss, evaluate, and provide recommendations on occupational health and safety policies, programs, and their implementation within the Company.

Policy on Occupational Safety Committee Meetings

The Occupational Safety Committee shall convene at least once every quarter and may hold additional meetings whenever deemed necessary.

Implementation of Occupational Safety Committee Meetings

Throughout the 2025 financial year, the Occupational Safety Committee held 6 meetings, with attendance rates as follows:

Rapat Komite Keselamatan Kerja
Meetings of Occupational Health Committee

Tanggal Date	Agenda Rapat Meeting Agendas	Tingkat Kehadiran (%) Attendance Rate (%)
15 Mei 2025 May 15, 2025	Perubahan Anggota P2K3, Bimbingan Teknis dan Serah Terima SK Kepengurusan P2K3. Changes in P2K3 Members, Technical Guidance and Handover of the P2K3 Management Decree Letter (SK).	92
24 Juni 2025 June 24 2025	Evaluasi kinerja keselamatan kerja, peningkatan kompetensi P2K3, kesiapan pengoperasian fasilitas baru, serta penguatan budaya keselamatan melalui berbagai inisiatif digitalisasi dan penguatan komunikasi kerja aman. Evaluation of occupational safety performance, enhancement of P2K3 competencies, readiness for the operation of new facilities, and strengthening of the safety culture through various digitalization initiatives and the reinforcement of safe work communication.	73
17 Juli 2025 July 17, 2025	Sosialisasi hasil Health Risk Assessment, diskusi hasil analisis dan rekomendasi tindak lanjut. Socialization of Health Risk Assessment results, discussion of analysis findings, and recommendations for follow-up actions.	58
2 September 2025 September 2, 2025	Tinjauan tren keselamatan kerja, pengembangan kompetensi pekerja baru, penguatan sistem manajemen QSHE, serta kesiapan menghadapi audit eksternal dan perubahan regulasi. Review of occupational safety trends, development of new employee competencies, strengthening of the QSHE management system, and preparedness for external audits and regulatory changes.	88
26 November 2025 November 26, 2026	Pembahasan Kinerja K3, pemantauan ketaatan peraturan perundang-undangan dan standard K3, dan pemantauan status tindak lanjut ketidaksesuaian hasil audit sebelumnya. Discussion of OHS Performance, monitoring compliance with occupational safety and health regulations and standards, and monitoring the follow-up status of non-conformities identified in previous audit results.	79
15 Januari 2026 January 15, 2026	Tinjauan kinerja K3L tahunan, hasil audit internal dan eksternal, kesiapan sumber daya pendukung, serta evaluasi efektivitas implementasi Sistem Manajemen Keselamatan Pertambangan (SMKP) untuk mendukung perbaikan berkelanjutan. Review of annual HSE performance, internal and external audit results, readiness of supporting resources, and evaluation of the effectiveness of Mining Safety Management System (SMKP) implementation to support continuous improvement.	96

Pengembangan Kompetensi Komite Keselamatan Kerja

Perseroan berkomitmen untuk meningkatkan kapabilitas Komite Keselamatan Kerja melalui program pengembangan kompetensi yang terstruktur dan berkelanjutan, guna mendukung terciptanya budaya kerja yang aman dan patuh terhadap regulasi.

Kebijakan Pengembangan Kompetensi Komite Keselamatan Kerja

Perseroan memiliki kebijakan untuk memastikan setiap anggota Komite Keselamatan Kerja memperoleh pelatihan dan pembekalan yang relevan secara berkala, guna mendukung peran mereka dalam menjaga standar keselamatan kerja serta mendorong perbaikan berkelanjutan di lingkungan operasional.

Kegiatan Pengembangan Kompetensi Komite Keselamatan Kerja

Informasi terkait pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Komite Keselamatan Kerja disajikan pada bagian Kegiatan Pengembangan Kompetensi Direksi serta Kegiatan Pengembangan Kompetensi Sekretaris Perusahaan dalam Laporan ini.

Competency Development of the Occupational Safety Committee

The Company is committed to enhancing the capabilities of the Occupational Safety Committee through structured and continuous competency development programs to support the establishment of a safe workplace culture and compliance with applicable regulations.

Policy on Competency Development of the Occupational Safety Committee

The Company has established a policy to ensure that each member of the Occupational Safety Committee receives relevant training and professional development on a regular basis. This policy supports their role in maintaining occupational health and safety standards and promoting continuous improvement throughout the Company's operations.

Competency Development Activities of the Occupational Safety Committee

Information regarding training programs and competency development activities attended by members of the Occupational Safety Committee is presented in the Board of Directors' Competency Development Activities section and the Corporate Secretary's Competency Development Activities section of this Report.

Pelaksanaan Tugas Komite Keselamatan Kerja

Sepanjang tahun buku 2025, Komite Keselamatan Kerja telah melaksanakan tugas-tugas berikut:

1. Memberikan saran dan pertimbangan kepada manajemen terkait isu K3;
2. Mendukung pelaksanaan dan pemutakhiran kebijakan serta pedoman kerja terkait K3; dan
3. Melaksanakan upaya pencegahan kecelakaan kerja, penyakit akibat kerja, dan pencemaran lingkungan dari aktivitas bisnis Perseroan.

Penilaian Kinerja Komite Keselamatan Kerja

Penilaian kinerja Komite Keselamatan Kerja dilakukan untuk memastikan peran strategisnya dalam mendukung penerapan standar keselamatan dan kesehatan kerja, serta kontribusinya dalam menciptakan lingkungan kerja yang aman dan berkelanjutan.

Prosedur Penilaian Kinerja Komite Keselamatan Kerja

Direksi melakukan evaluasi kinerja Komite Keselamatan Kerja setiap tahun menggunakan metode penilaian yang didasarkan pada pelaksanaan tugas dan tanggung jawab yang telah dilaksanakan beserta kriteria penilaian yang telah ditetapkan.

Kriteria Penilaian Kinerja omite Keselamatan Kerja

Berikut adalah kriteria yang digunakan dalam melakukan penilaian atas kinerja Komite Keselamatan Kerja Perseroan:

1. Kemampuan memberikan saran dan pertimbangan kepada manajemen terkait isu K3;
2. Peran aktif dalam membantu Direksi menyusun kebijakan dan pedoman kerja; dan
3. Efektivitas upaya pencegahan kecelakaan kerja, penyakit akibat kerja, serta pencemaran lingkungan.

Hasil Penilaian Kinerja Komite Keselamatan Kerja

Berdasarkan prosedur dan kriteria penilaian kinerja yang diterapkan pada tahun buku 2025, masing-masing anggota Komite Keselamatan Kerja telah menjalankan tugas dan tanggung jawabnya dengan baik.

Implementation of the Duties of the Occupational Safety Committee

Throughout the 2025 financial year, the Occupational Safety Committee carried out the following activities:

1. Provided advice and recommendations to management on Occupational Health and Safety (OHS) matters.
2. Supported the implementation and updating of OHS-related policies and work guidelines.
3. Conducted initiatives to prevent workplace accidents, occupational diseases, and environmental pollution arising from the Company's business activities.

Performance Assessment of the Occupational Safety Committee

The performance of the Occupational Safety Committee is evaluated to ensure its strategic role in supporting the implementation of occupational health and safety standards, as well as its contribution to creating a safe and sustainable working environment.

Performance Assessment Procedure of the Occupational Safety Committee

The Board of Directors conducts an annual performance evaluation of the Occupational Safety Committee using an assessment method based on the implementation of its duties and responsibilities, as well as the established evaluation criteria.

Performance Assessment Criteria of the Occupational Safety Committee

The following criteria are used to assess the performance of the Company's Occupational Safety Committee:

1. Ability to provide advice and recommendations to management on Occupational Health and Safety (OHS) matters.
2. Active involvement in assisting the Board of Directors in developing policies and work guidelines.
3. Effectiveness of initiatives aimed at preventing workplace accidents, occupational diseases, and environmental pollution.

Results of the Performance Assessment of the Occupational Safety Committee

Based on the performance assessment procedures and criteria applied during the 2025 financial year, each member of the Occupational Safety Committee performed his or her duties and responsibilities satisfactorily.

SEKRETARIS PERUSAHAAN

Sekretaris Perusahaan adalah organ Perusahaan yang bertugas memastikan kepatuhan Perseroan terhadap regulasi, mendukung komunikasi dengan pemegang saham dan pemangku kepentingan, serta mengelola implementasi GCG.

Dasar Hukum

Dasar hukum mengenai pembentukan, tugas, tanggung jawab, dan fungsi Sekretaris Perusahaan mengacu pada ketentuan dan peraturan perundang-undangan berikut:

1. POJK No. 35/POJK.04/2014 tentang Sekretaris Perusahaan Emiten atau Perusahaan Publik; dan
2. Surat Keputusan Direksi No. 731/MT-PA/0619 tanggal 14 Juni 2019.

Tugas dan Tanggung Jawab Sekretaris Perusahaan

Sebagaimana tercantum dalam POJK No. 35/POJK.04/2014, Sekretaris Perusahaan memiliki tugas dan tanggung jawab berikut:

1. Mengikuti perkembangan Pasar Modal khususnya peraturan dan perundang-undangan yang berlaku di bidang Pasar Modal;
2. Memberikan rekomendasi kepada Direksi dan Dewan Komisaris untuk mematuhi ketentuan, peraturan dan perundangundangan di bidang Pasar Modal;
3. Membantu Direksi dan Dewan Komisaris dalam pengelolaan Perseroan yang meliputi:
    a. Keterbukaan informasi kepada masyarakat, termasuk ketersediaan informasi di Situs Web Perseroan;
    b. Penyampaian laporan kepada OJK tepat waktu;
    c. Penyelenggaraan dan dokumentasi RUPS;
    d. Penyelenggaraan dan dokumentasi rapat Direksi dan/atau Dewan Komisaris; dan
    e. Penyelenggaraan program orientasi untuk Direksi dan/ atau Dewan Komisaris.
4. Menjadi penghubung antara Perseroan dengan pemegang saham Perseroan, OJK, dan pemangku kepentingan lainnya.

Profil Sekretaris Perusahaan

Berikut adalah profil singkat Sekretaris Perusahaan yang menjabat selama tahun buku 2025:

CORPORATE SECRETARY

The Corporate Secretary is a corporate organ responsible for ensuring the Company's compliance with applicable regulations, supporting communication with shareholders and other stakeholders, and overseeing the implementation of GCG.

Legal Basis

The legal basis governing the appointment, duties, responsibilities, and functions of the Corporate Secretary refers to the following regulations and resolutions:

1. OJK Regulation No. 35/POJK.04/2014 concerning the Corporate Secretary of Issuers or Public Companies; and
2. Board of Directors Decree No. 731/MT-PA/0619 dated June 14, 2019.

Duties and Responsibilities of the Corporate Secretary

As stipulated in OJK Regulation No. 35/POJK.04/2014, the Corporate Secretary has the following duties and responsibilities:

1. Monitor developments in the capital market, particularly regulations and laws applicable to the capital market.
2. Provide recommendations to the Board of Directors and the Board of Commissioners regarding compliance with capital market laws, regulations, and other applicable requirements.
3. Assist the Board of Directors and the Board of Commissioners in the management of the Company, including:
    a. Ensuring information disclosure to the public, including the availability of information on the Company's website.
    b. Ensuring the timely submission of reports to the OJK.
    c. Organizing and maintaining documentation of GMS.
    d. Organizing and maintaining documentation of meetings of the Board of Directors and/or the Board of Commissioners.
    e. Organizing orientation programs for members of the Board of Directors and/or the Board of Commissioners.
4. Serve as a liaison between the Company and its shareholders, the Financial Services Authority (OJK), and other stakeholders.

Profile of the Corporate Secretary

The following is a brief profile of the Corporate Secretary who served during the 2025 financial year:



Listiana A. Kurniawati

Sekretaris Perusahaan
Corporate Secretary

Usia | Age	Kewarganegaraan | Citizenship	Domisili | Domicile
52 Tahun 52 Years Old	Warga Negara Indonesia Indonesian Citizen	Jakarta

Dasar Pengangkatan **Basis of Appointment**	Surat Keputusan Direksi No. 731/MT-PA/0619 tanggal 14 Juni 2019, dengan masa jabatan yang akan berakhir apabila terdapat perubahan sesuai dengan Keputusan Rapat Direksi.	The Board of Directors' Decree No. 731/MT-PA/0619 dated June 14, 2019, with a term of office that will remain in effect until amended in accordance with a resolution of the Board of Directors' meeting.
Riwayat Pendidikan **Education Background**	Sarjana Ekonomi dari Universitas Indonesia.	Bachelor's degree in Economics from the University of Indonesia.
Riwayat Pekerjaan **Career History**	Beliau telah bergabung dengan Perseroan sejak tahun 2006 dan memulai karier di Departemen *Strategic Management Office* (SMO).	She previously joined the Company in 2006 and began her career in the Strategic Management Office (SMO) Department.
Rangkap Jabatan **Concurrent Positions**	Saat ini, selain menjabat sebagai Sekretaris Perusahaan, beliau juga mengelola Departemen *Corporate Planning* dan SMO.	Currently, in addition to serving as Corporate Secretary, she also oversees the Corporate Planning and SMO Departments.
Hubungan Afiliasi **Affiliation Relationship**	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lain, anggota Direksi, dan Pemegang Saham.	Does not have any affiliation with other members of the Board of Commissioners, members of the Board of Directors, or Shareholders.

Pengembangan Kompetensi Sekretaris Perusahaan

Dalam mendukung peran strategis Sekretaris Perusahaan sebagai penghubung antara Perseroan dengan pemangku kepentingan serta dalam memastikan kepatuhan terhadap regulasi pasar modal, Perseroan secara konsisten mendorong peningkatan kompetensi melalui pelatihan dan pengembangan profesional yang relevan.

Kebijakan Pengembangan Kompetensi Sekretaris Perusahaan

Perseroan memiliki kebijakan untuk memastikan Sekretaris Perusahaan mengikuti pelatihan, seminar, dan pembaruan regulasi secara berkala guna menunjang pelaksanaan tugas dan tanggung jawabnya secara efektif dan akuntabel.

Competency Development of the Corporate Secretary

To support the strategic role of the Corporate Secretary as a liaison between the Company and its stakeholders, as well as to ensure compliance with capital market regulations, the Company consistently promotes competency enhancement through relevant training and professional development programs.

Policy on Competency Development of the Corporate Secretary

The Company has established a policy to ensure that the Corporate Secretary regularly participates in training programs, seminars, and regulatory updates to support the effective and accountable performance of his or her duties and responsibilities.

Kegiatan Pengembangan Kompetensi Sekretaris Perusahaan

Sepanjang tahun buku 2025, Sekretaris Perusahaan telah mengikuti kegiatan pelatihan dan/atau peningkatan kompetensi berikut:

Competency Development Activities of the Corporate Secretary

Throughout the 2025 financial year, the Corporate Secretary participated in the following training and competency development activities:

Kegiatan Pengembangan Kompetensi Sekretaris Perusahaan pada Tahun Buku 2025
Corporate Secretary Competency Development Program fo the 2025 Fiscal Year

Materi Material	Tanggal Date	Penyelenggara Organizer
Peran Corporate Secretary dalam Mendorong Governansi, Manajemen Risiko, dan Kepatuhan (GRK) yang Baik The Role of the Corporate Secretary in Promoting Good Governance, Risk Management, and Compliance (GRC)	17 April 2025 April 17, 2025	ICSA
Pendalaman Peraturan Nomor I-E tentang Kewajiban Penyampaian Informasi In-Depth Study of Regulation Number I-E concerning Information Disclosure Obligations	22 April 2025 April 22, 2025	ICSA
Communication Evaluation: Measuring the Impact of Communications to Stakeholders	24 April 2025 April 24, 2025	ICSA
Pendalaman Peraturan Otoritas Jasa Keuangan Nomor 29 Tahun 2023 tentang Pembelian Kembali Saham yang Dikeluarkan oleh Perusahaan Terbuka In-Depth Study of Financial Services Authority Regulation Number 29 of 2023 concerning Share Buybacks Issued by Public Companies	15 Mei 2025 May 15, 2025	ICSA
Kesiapan Perusahaan dalam Menghadapi Volatilitas Pasar Global: Perspektif Investor Relations dan Corporate Secretary Company Readiness in Facing Global Market Volatility: Investor Relations and Corporate Secretary Perspectives	20 Mei 2025 May 20, 2025	ICSA
Pendalaman POJK Nomor 14/POJK.04/2019 tentang Penambahan Modal Perusahaan Terbuka dengan Memberikan Hak Memesan Efek Terlebih Dahulu In-Depth Study of POJK Number 14/POJK.04/2019 concerning Capital Increase of Public Companies through Pre-Emptive Rights	16 Juni 2025 June 16, 2025	ICSA
Digital Governance: Automating Compliance and Disclosure with AI Tools Confirmation	19 Juni 2025 June 19, 2025	ICSA
Embracing Diversity, Equality, Inclusion in the Workplace	22 Juni 2025 June 22, 2025	ICSA
Pendalaman Peraturan Otoritas Jasa Keuangan Nomor 4 Tahun 2024 tentang Laporan Kepemilikan atau Setiap Perubahan Kepemilikan Saham Perusahaan Terbuka dan Laporan Aktivitas Menjaminkan Saham Perusahaan Terbuka In-Depth Study of Financial Services Authority Regulation Number 4 of 2024 concerning Share Ownership Reports or Changes in Share Ownership of Public Companies and Reports on Share Pledging Activities	29 Juli 2025 July 29, 2025	ICSA
Webinar Finance for Non-Finance: Memahami Angka untuk Komunikasi yang Efektif Finance for Non-Finance Webinar: Understanding Numbers for Effective Communication	5 Agustus 2025 August 5, 2025	ICSA
Strategi Peningkatan Kepesertaan Dana Pensiun di Sektor Informal Strategies to Increase Pension Fund Participation in the Informal Sector	21 Agustus 2025 August 21, 2025	OJK
Pendalaman Peraturan Otoritas Jasa Keuangan Nomor 17 Tahun 2020 tentang Transaksi Material dan Perubahan Kegiatan Usaha In-Depth Study of Financial Services Authority Regulation Number 17 of 2020 concerning Material Transactions and Changes in Business Activities	1 September 2025 September 1, 2025	ICSA
e-RUPS & eASY.KSEI: Solusi Modern Tata Kelola RUPS e-RUPS & eASY.KSEI: Modern Solutions for General Meeting Governance	9 September 2025 September 9, 2025	ICSA
Webinar Tax for Non Tax: Peran *Corporate Secretary* dalam Kewajiban Pajak Emiten, M&A, dan Transaksi Saham Tax for Non-Tax Webinar: The Role of the Corporate Secretary in Issuer Tax Obligations, M&A, and Share Transactions	19 September 2025 September 19, 2025	ICSA
Peluang *Generative Engine Optimization* (GEO) dalam menghadapi dominasi *Search Engine Optimization* (SEO) Opportunities for Generative Engine Optimization (GEO) in Facing the Dominance of Search Engine Optimization (SEO)	25 September 2025 September 25, 2025	OJK
Webinar From Policy to Impact: Best Practice in ESG Journey	1 Oktober 2025 October 1, 2025	ICSA
Webinar Pendalaman Peraturan Otoritas Jasa Keuangan Nomor 9 Tahun 2025 tentang Dematerialisasi Efek Bersifat Ekuitas dan Pengelolaan Aset yang Tidak Diklaim di Pasar Modal Webinar on In-Depth Study of Financial Services Authority Regulation Number 9 of 2025 concerning Dematerialization of Equity Securities and Management of Unclaimed Assets in the Capital Market	14 Oktober 2025 October 14, 2025	ICSA
Webinar Empowering Communities, Strengthening Sustainability	21 Oktober 2025 October 21, 2025	ICSA

Materi Material	Tanggal Date	Penyelenggara Organizer
Integrasi *Cyber Security* dalam *Good Corporate Governance* (GCG): Peran Penting *Corporate Secretary* Integration of Cyber Security in Good Corporate Governance (GCG): The Important Role of the Corporate Secretary	29 Oktober 2025 October 29, 2025	ICSA
Webinar *From Compliance to Confidence: Redefining ACGS through ESG and Digital Governance*	7 November 2025 November 7, 2025	ICSA
Webinar *IFRS 1 & 2 Update and Practical Insights for Public Companies*	13 November 2025 November 13, 2025	ICSA
Webinar *Media Handling* 4.0: Peran *Corporate Secretary* dalam Era AI dan Reputasi Digital Webinar Media Handling 4.0: The Role of the Corporate Secretary in the Era of AI and Digital Reputation	20 November 2025 November 20, 2025	ICSA
Webinar Pendalaman Peraturan Otoritas Jasa Keuangan Nomor 42 Tahun 2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan Webinar on In-Depth Study of Financial Services Authority Regulation Number 42 of 2020 concerning Affiliated Transactions and Conflict of Interest Transactions	2 Desember 2025 December 2, 2025	ICSA
Workshop Finance for Non Finance: Memahami Angka untuk Komunikasi yang Efektif Workshop Finance for Non Finance: Understanding Numbers for Effective Communication	3 Desember 2025 December 3, 2025	ICSA
Webinar Pendalaman Peraturan Nomor I-A tentang Pencatatan Saham dan Efek Bersifat Ekuitas Selain Saham yang Diterbitkan oleh Perusahaan Tercatat Webinar on In-Depth Study of Regulation Number I-A concerning the Listing of Shares and Equity Securities Other than Shares Issued by Listed Companies	9 Desember 2025 December 9, 2025	ICSA
Investor Relations bagi *Corp Sec*: Tata Kelola dan Kepercayaan Investor Investor Relations for Corp Sec: Governance and Investor Confidence	15 Januari 2026 January 15, 2026	ICSA
Laporan Keberlanjutan 2024: *Insight*, Tren, Tantangan bagi *Corporate Secretary* Sustainability Report 2024: Insights, Trends, and Challenges for the Corporate Secretary	27 Januari 2026 January 27, 2026	ICSA
8 Rencana Aksi Percepatan Reformasi Pasar Modal: Strategi Kepatuhan dan Mitigasi Risiko bagi Emiten 8 Action Plans for Accelerating Capital Market Reform: Compliance Strategies and Risk Mitigation for Issuers	11 Februari 2026 February 11, 2026	ICSA
Peran dan Strategi *Corporate Secretary* dalam Menguatkan *Corporate Branding* yang Kredibel melalui GCG The Role and Strategy of the Corporate Secretary in Strengthening Credible Corporate Branding through GCG	12 Februari 2026 February 12, 2026	ICSA
Dari Standar ke Praktik: Strategi Penyusunan AR yang Berkualitas From Standards to Practice: Strategies for Preparing High-Quality Annual Reports	23 Februari 2026 February 23, 2026	ICSA
ESG Rating dalam Praktik ESG Rating in Practice	26 Februari 2026 February 26, 2026	ICSA
Sosialisasi POJK No.29/POJK.04/2016 dan SEOJK No.16/POJK.04/2021 – *Annual Report* Dissemination of POJK No.29/POJK.04/2016 and SEOJK No.16/POJK.04/2021 – Annual Report	27 Februari 2026 February 27, 2026	ICSA
ESG Risk Governance, Peranan *Corp Sec* dalam Tata Kelola dan Pelaporan Risiko ESG Risk Governance, The Role of the Corp Sec in ESG Governance and ESG Risk Reporting	6 Maret 2026 March 6, 2026	ICSA

Pelaksanaan Tugas Sekretaris Perusahaan

Sepanjang tahun buku 2025, Sekretaris Perusahaan telah melaksanakan tugas-tugas berikut:

1. Memantau dan mengikuti perkembangan regulasi di bidang Pasar Modal serta melaporkannya kepada manajemen untuk ditindaklanjuti;
2. Memberikan rekomendasi kepada Direksi dan Dewan Komisaris terkait kepatuhan terhadap peraturan dan perundang-undangan Pasar Modal;
3. Mendukung Direksi dan Dewan Komisaris dalam pengelolaan Perseroan melalui:
    a. Penyediaan dan pemutakhiran informasi yang transparan melalui Situs Web Perseroan;
    b. Penyampaian laporan rutin dan insidentil kepada OJK secara tepat waktu;
    c. Penyelenggaraan dan dokumentasi RUPS;

Implementation of the Duties of the Corporate Secretary

Throughout the 2025 financial year, the Corporate Secretary carried out the following activities:

1. Monitored developments in capital market regulations and reported relevant updates to management for appropriate follow-up actions.
2. Provided recommendations to the Board of Directors and the Board of Commissioners regarding compliance with capital market laws and regulations.
3. Supported the Board of Directors and the Board of Commissioners in the management of the Company through:
    a. Providing and updating transparent information on the Company's website.
    b. Ensuring the timely submission of periodic and incidental reports to the OJK.
    c. Organizing and maintaining documentation of GMS.

d. Penyelenggaraan dan dokumentasi rapat Direksi serta Dewan Komisaris;

e. Pelaksanaan program orientasi bagi anggota Direksi dan/ atau Dewan Komisaris yang baru;

4. Menjalin komunikasi yang efektif antara Perseroan dengan pemegang saham, OJK, dan pemangku kepentingan lainnya.

d. Organizing and maintaining documentation of meetings of the Board of Directors and the Board of Commissioners.

e. Conducting orientation programs for newly appointed members of the Board of Directors and/or the Board of Commissioners.

4. Maintained effective communication between the Company and its shareholders, the OJK, and other stakeholders.

Hubungan Investor

Unit Hubungan Investor berada di bawah tanggung jawab Sekretaris Perusahaan dan memiliki fungsi serta tugas sebagai berikut:

1. Menjembatani komunikasi antara Perseroan dan para pemangku kepentingan eksternal, khususnya para pemegang saham serta lembaga pemerintah yang terkait dengan pasar modal dan investasi;
2. Mengoordinasikan penyusunan Laporan Tahunan Perseroan serta mengelola proses publikasinya melalui situs web resmi Perseroan; dan
3. Menyelenggarakan serta mengoordinasikan berbagai kegiatan korporasi, seperti RUPS dan Paparan Publik.

Adapun kegiatan Hubungan Investor yang telah dilaksanakan di sepanjang tahun buku 2025 adalah sebagai berikut:

Investor Relations

The Investor Relations function operates under the responsibility of the Corporate Secretary and has the following roles and responsibilities:

1. Facilitate communication between the Company and external stakeholders, particularly shareholders and government institutions related to the capital market and investment sectors.
2. Coordinate the preparation of the Company's Annual Report and manage its publication through the Company's official website.
3. Organize and coordinate various corporate activities, including GMS and Public Exposures.

The Investor Relations activities carried out throughout the 2025 financial year are as follows:

Kegiatan Hubungan Investor pada Tahun Buku 2025
Investor Relations Actvities in the 2025 Fiscal Year

Kegiatan Activity	Tanggal Date	Lokasi Location
RUPST Tahun Buku 2024 AGMS for the Fiscal Year 2024	16 September 2025 September 16, 2025	Kantor Pusat Perseroan The Company's Head Office
Paparan Publik 2025 2025 Public Expose	16 September 2025 September 16, 2025	Kantor Pusat Perseroan The Company's Head Office

Penilaian Kinerja Sekretaris Perusahaan

Dalam rangka memastikan pelaksanaan fungsi Sekretaris Perusahaan berjalan secara optimal dan selaras dengan prinsip GCG, Direksi melakukan penilaian atas kinerja Sekretaris Perusahaan untuk mengukur efektivitas kontribusi Sekretaris Perusahaan dalam mendukung kelancaran operasional serta pengambilan keputusan strategis oleh Direksi dan Dewan Komisaris.

Performance Assessment of the Corporate Secretary

To ensure that the Corporate Secretary effectively carries out his or her functions in line with the principles of Good Corporate Governance (GCG), the Board of Directors conducts a performance assessment to evaluate the effectiveness of the Corporate Secretary's contribution in supporting smooth business operations and strategic decision-making by the Board of Directors and the Board of Commissioners.

Prosedur Penilaian Kinerja Sekretaris Perusahaan

Direksi melakukan evaluasi kinerja Sekretaris Perusahaan setiap tahun menggunakan metode penilaian yang didasarkan pada pelaksanaan tugas dan tanggung jawab yang telah dilaksanakan beserta kriteria penilaian yang telah ditetapkan.

Performance Assessment Procedure of the Corporate Secretary

The Board of Directors conducts an annual performance evaluation of the Corporate Secretary using an assessment method based on the implementation of his or her duties and responsibilities, as well as the established evaluation criteria.

Kriteria Penilaian Kinerja Sekretaris Perusahaan

Berikut adalah kriteria yang digunakan dalam melakukan penilaian atas kinerja Sekretaris Perusahaan:

1. Kualitas rekomendasi kepada Direksi dan Dewan Komisaris;
2. Dukungan terhadap keterbukaan informasi dan pelaporan kepada OJK;
3. Penyelenggaraan dan dokumentasi RUPS serta rapat Direksi/ Dewan Komisaris;
4. Pelaksanaan program orientasi; dan
5. Peran sebagai penghubung dengan pemegang saham, OJK, dan pemangku kepentingan.

Hasil Penilaian Kinerja Sekretaris Perusahaan

Berdasarkan prosedur dan kriteria penilaian kinerja yang diterapkan pada tahun buku 2025, Sekretaris Perusahaan telah menjalankan tugas dan tanggung jawabnya dengan baik.

AUDIT INTERNAL

Audit Internal adalah organ pendukung Direksi yang bertugas untuk memberikan penilaian independen terhadap efektivitas manajemen risiko, pengendalian internal, dan GCG.

Piagam Audit Internal

Audit Internal Perseroan memiliki Piagam Audit Internal yang telah disahkan oleh Dewan Komisaris dan Direksi pada September 2023. Piagam ini juga telah diunggah pada situs web Perseroan dan memuat ketentuan-ketentuan berikut:

1. Tugas dan Tanggung Jawab;
2. Kewenangan;
3. Ruang Lingkup Tugas;
4. Sasaran;
5. Hubungan Kemitraan dengan Komite Audit;
6. Hubungan dengan Auditor Eksternal; dan
7. Kode Etik Auditor Internal.

Tugas, Tanggung Jawab, dan Wewenang Audit Internal

Berdasarkan ketentuan dalam Piagam Audit Internal, tugas dan tanggung jawab yang dimiliki oleh Auditor Internal Perseroan adalah sebagai berikut:

1. Menyusun dan melaksanakan rencana audit tahunan di seluruh area kerja perusahaan dengan metode audit berbasis risiko, termasuk audit teknologi informasi;

Performance Assessment Criteria of the Corporate Secretary

The following criteria are used to assess the performance of the Corporate Secretary:

1. Quality of recommendations provided to the Board of Directors and the Board of Commissioners.
2. Support for information disclosure and reporting to the OJK.
3. Organization and documentation of GMS and meetings of the Board of Directors and/or the Board of Commissioners.
4. Implementation of orientation programs.
5. Effectiveness in serving as a liaison between the Company and its shareholders, the OJK, and other stakeholders.

Results of the Performance Assessment of the Corporate Secretary

Based on the performance assessment procedures and criteria applied during the 2025 financial year, the Corporate Secretary performed his or her duties and responsibilities satisfactorily.

INTERNAL AUDIT

The Internal Audit function is a supporting organ of the Board of Directors responsible for providing independent assurance on the effectiveness of risk management, internal controls, and the implementation of GCG).

Internal Audit Charter

The Company's Internal Audit function operates under an Internal Audit Charter, which was approved by the Board of Commissioners and the Board of Directors in September 2023. The Charter has also been published on the Company's website and covers the following matters:

1. Duties and Responsibilities;
2. Authorities;
3. Scope of Work;
4. Objectives;
5. Working Relationship with the Audit Committee;
6. Relationship with the External Auditor; and
7. Code of Ethics for Internal Auditors.

Duties, Responsibilities, and Authorities of Internal Audit

In accordance with the provisions of the Internal Audit Charter, the Company's Internal Audit function has the following duties and responsibilities:

1. Prepare and implement an annual audit plan covering all areas of the Company's operations using a risk-based audit approach, including information technology audits.

2. Melakukan kegiatan konsultansi jika diperlukan dan atau atas permintaan manajemen terkait Governansi, Risiko, & Pengendalian;
3. Melakukan audit khusus atas perintah Direksi, Komite audit, dan atau berdasarkan informasi *Whistleblowing System*;
4. Membantu Direksi dalam memenuhi tanggung jawab pengelolaan PT Hexindo Adiperkasa Tbk, yaitu dengan menilai, mengevaluasi, menguji kecukupan dan efektivitas sistem pengendalian internal perusahaan;
5. Membantu Direksi dalam meningkatkan tata kelola perusahaan PT Hexindo Adiperkasa Tbk, terutama dengan mendorong efektivitas organ-organ Tata Kelola Perusahaan, serta efektivitas proses pengendalian internal, manajemen risiko, implementasi etika bisnis, dan pengukuran kinerja organisasi;
6. Memberikan rekomendasi dan informasi yang objektif pada proses atau area yang dinilai agar kegiatan perusahaan mengarah pada pencapaian tujuan dan sasarannya secara efektif, dapat menciptakan nilai tambah, serta membantu manajemen mengarahkan perhatian terhadap perubahan lingkungan, risiko bisnis yang muncul, serta hal-hal lain yang mempengaruhi hasil dan kinerja perusahaan;
7. Melaporkan hasil pemeriksaan dan pengawasan kepada Direksi & Komite audit;
8. Memberikan informasi mengenai perkembangan pada hasilhasil pelaksanaan dari rencana audit tahunan serta kecukupan sumber daya audit kepada Direksi dan Komite Audit; serta
9. Menyusun program untuk mengevaluasi kualitas kegiatan audit yang telah dilakukan.

Adapun wewenang yang dimiliki oleh Auditor Internal Perseroan adalah sebagai berikut:

1. Melakukan audit di seluruh area PT Hexindo Adiperkasa Tbk, serta memberikan evaluasi dan rekomendasi audit;
2. Mendapatkan akses tidak terbatas atas semua data, dokumen, kegiatan, dan aset perusahaan yang diperlukan dalam rangka pelaksanaan tugas fungsi audit internal;
3. Melakukan komunikasi secara langsung dengan Direksi, Dewan Komisaris, dan/atau Komite Audit;
4. Mengadakan rapat secara berkala dengan Komite Audit dan dengan Direksi, Dewan Komisaris jika diperlukan terkait issue yang signifikan/insidentil; dan
5. Melakukan koordinasi dengan pihak terkait baik internal maupun eksternal terkait dengan tugas audit.

2. Conduct consulting activities, where necessary or upon management's request, relating to Governance, Risk, and Control.
3. Perform special audits as instructed by the Board of Directors, the Audit Committee, and/or based on information received through the Whistleblowing System.
4. Assist the Board of Directors in fulfilling its responsibilities for managing PT Hexindo Adiperkasa Tbk by assessing, evaluating, and testing the adequacy and effectiveness of the Company's internal control system.
5. Support the Board of Directors in strengthening corporate governance at PT Hexindo Adiperkasa Tbk, particularly by promoting the effectiveness of governance organs, internal control processes, risk management practices, business ethics implementation, and organizational performance measurement.
6. Provide objective recommendations and information regarding the processes or areas reviewed to support the effective achievement of the Company's goals and objectives, create added value, and assist management in addressing environmental changes, emerging business risks, and other factors that may affect the Company's performance and results.
7. Report audit and monitoring results to the Board of Directors and the Audit Committee.
8. Provide updates to the Board of Directors and the Audit Committee regarding the implementation of the annual audit plan and the adequacy of audit resources.
9. Develop programs to evaluate the quality of audit activities performed.

The Company's Internal Audit function has the following authorities:

1. Conduct audits across all areas of PT Hexindo Adiperkasa Tbk and provide audit evaluations and recommendations.
2. Obtain unrestricted access to all data, documents, activities, and Company assets necessary for the performance of internal audit duties.
3. Communicate directly with the Board of Directors, the Board of Commissioners, and/or the Audit Committee.
4. Hold regular meetings with the Audit Committee and, where necessary, with the Board of Directors and the Board of Commissioners regarding significant or incidental issues.
5. Coordinate with relevant internal and external parties in relation to audit activities.

Kualifikasi Audit Internal

Berdasarkan POJK No. 56/2015, setiap Auditor internal wajib memenuhi persyaratan sebagai berikut:

a. Memiliki integritas dan perilaku yang profesional, independen, jujur, dan objektif dalam pelaksanaan tugasnya;
b. Memiliki pengetahuan dan pengalaman mengenai teknis audit dan disiplin ilmu lain yang relevan dengan bidang tugasnya;
c. Memiliki pengetahuan tentang peraturan perundang undangan di bidang Pasar Modal dan peraturan perundang-undangan terkait lainnya;
d. Memiliki kecakapan untuk berinteraksi dan berkomunikasi baik lisan maupun tertulis secara efektif;
e. Mematuhi standar profesi yang dikeluarkan oleh asosiasi Audit Internal;
f. Mematuhi kode etik Audit Internal;
g. Menjaga kerahasiaan informasi dan/atau data Perusahaan terkait dengan pelaksanaan tugas dan tanggung jawab Audit Internal kecuali diwajibkan berdasarkan peraturan perundangundangan atau penetapan atau putusan pengadilan;
h. Memahami prinsip tata kelola perusahaan yang baik dan manajemen risiko; dan
i. Bersedia meningkatkan pengetahuan, keahlian, dan kemampuan profesionalismenya secara terus menerus.

Struktur dan Kedudukan Audit Internal

Audit Internal Perseroan terdiri dari 6 (enam) orang yang bertanggung jawab kepada Presiden Direktur. Kepala Audit Internal diangkat oleh Presiden Direktur atas persetujuan Dewan Komisaris.

Secara struktural, Kepala Audit Internal bertanggung jawab dan melapor kepada Direksi. Sedangkan secara fungsional, Kepala Audit Internal bertanggung jawab dan melapor kepada Komite Audit.

Profil Kepala Audit Internal

Berikut adalah profil singkat Kepala Audit Internal yang menjabat selama tahun buku 2025:

Qualifications of Internal Auditors

In accordance with OJK Regulation No. 56/POJK.04/2015, Internal Auditors must meet the following qualifications:

a. Possess integrity and demonstrate professional, independent, honest, and objective conduct in carrying out their duties.
b. Have knowledge and experience in auditing techniques and other disciplines relevant to their responsibilities.
c. Possess knowledge of capital market regulations and other applicable laws and regulations.
d. Have effective verbal and written communication skills.
e. Comply with professional standards issued by the relevant Internal Audit association.
f. Adhere to the Internal Audit Code of Ethics.
g. Maintain the confidentiality of Company information and/or data obtained in the course of performing Internal Audit duties and responsibilities, except where disclosure is required by laws and regulations or by a court order or decision.
h. Understand the principles of Good Corporate Governance and risk management.
i. Be committed to continuously enhancing their knowledge, expertise, and professional capabilities.

Structure and Position of Internal Audit

The Company's Internal Audit function consist of 6 (six) personnel and reports to the President Director. The Head of Internal Audit is appointed by the President Director with the approval of the Board of Commissioners.

From a structural perspective, the Head of Internal Audit is accountable and reports to the Board of Directors. From a functional perspective, the Head of Internal Audit is accountable and reports to the Audit Committee.

Profile of the Head of Internal Audit

The following is a brief profile of the Head of Internal Audit who served during the 2025 financial year:



Muhammad Thamrin

Kepala Audit Internal
Head of Internal Audit

Usia | Age	Kewarganegaraan | Citizenship	Domisili | Domicile
48 Tahun 48 Years Old	Warga Negara Indonesia Indonesian Citizen	Jakarta

Dasar Pengangkatan **Basis of Appointment**	Surat Keputusan Direksi No. 606/SK-Dir/PA/0517 tanggal 29 Mei 2017, dengan masa jabatan yang berlaku hingga adanya perubahan sesuai dengan Keputusan Rapat Direksi.	The Board of Directors' Decree No. 606/SK-Dir/PA/0517 dated May 29, 2017, with a tenure effective until any changes are made in accordance with the resolution of the Board of Directors' Meeting.
Riwayat Pendidikan **Education Background**	• Sarjana Ekonomi, Jurusan Akuntansi dari Sekolah Tinggi Ilmu Ekonomi YKPN, Yogyakarta; • Sertifikasi *Qualified Internal Auditor* (QIA); dan • Certified *Corporate Forensic Auditor* (CCFA).	• Bachelor's degree in Economics, majoring in accounting, from the YKPN School of Economics, Yogyakarta; • Qualifications of Qualified Internal Auditor (QIA); and • Certified Corporate Forensic Auditor (CCFA).
Riwayat Pekerjaan **Career History**	Sebelum bergabung dengan Perseroan, beliau pernah menduduki berbagai posisi strategis, antara lain sebagai Branch Manager Bank BTPN MUR Cabang Jatinegara, *Quality Assurance Manager* PT Bank BTPN Tbk, *Internal Audit Deputy Manager* PT Adira Quantum MF Tbk, serta Auditor Senior di Kantor Akuntan Publik HLB Hadori Sugiarto Adi & Rekan.	Prior to joining the Company, he held various strategic positions, including Branch Manager of Bank BTPN MUR Jatinegara Branch, Quality Assurance Manager at PT Bank BTPN Tbk, Internal Audit Deputy Manager at PT Adira Quantum MF Tbk, and Senior Auditor at the Public Accounting Firm HLB Hadori Sugiarto Adi & Rekan.
Hubungan Afiliasi **Affiliation Relationship**	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lain, anggota Direksi, dan Pemegang Saham.	Does not have any affiliation with other members of the Board of Commissioners, members of the Board of Directors, or Shareholders.

Rapat Audit Internal

Berdasarkan ketentuan dalam POJK No. 56/2015, Audit Internal Perseroan dapat menyelenggarakan rapat secara berkala dan insidentil dengan Direksi, Dewan Komisaris, dan/atau Komite Audit.

Pengembangan Kompetensi Audit Internal

Untuk menjaga kualitas pengawasan dan evaluasi internal yang objektif dan independen, Perseroan berkomitmen untuk terus meningkatkan kompetensi auditor internal melalui program pelatihan yang sesuai dengan perkembangan standar audit dan kebutuhan bisnis.

Internal Audit Meetings

In accordance with OJK Regulation No. 56/POJK.04/2015, the Company's Internal Audit function may hold regular and ad hoc meetings with the Board of Directors, the Board of Commissioners, and/or the Audit Committee.

Competency Development of Internal Audit

To maintain the quality of objective and independent internal oversight and evaluation, the Company is committed to continuously enhancing the competencies of its internal auditors through training programs that align with evolving audit standards and business needs.

Kebijakan Pengembangan Kompetensi Audit Internal

Perseroan memiliki kebijakan untuk memberikan pelatihan teknis dan sertifikasi profesional secara berkelanjutan kepada auditor internal guna memastikan pelaksanaan fungsi audit yang efektif, sesuai prinsip GCG.

Policy on Competency Development of Internal Audit

The Company has established a policy to provide ongoing technical training and professional certification programs for internal auditors to ensure the effective performance of the internal audit function in accordance with the principles of GCG.

Kegiatan Pengembangan Kompetensi Audit Internal

Sepanjang tahun buku 2025, Audit Internal Perseroan telah mengikuti kegiatan pelatihan dan/atau peningkatan kompetensi berikut:

Competency Development Activities of Internal Audit

Throughout the 2025 financial year, the Company's Internal Audit function participated in the following training and competency development activities:

Kegiatan Pengembangan Kompetensi Audit Internal pada Tahun Buku 2025
Internal Audit Competency Activities in the 2025 Fiscal Year

Peserta Participant	Materi Topic	Tanggal Date	Penyelenggara Organizer
Muhammad Thamrin, SE., QIA, CCFA Kepala Audit Internal Head of Internal Audit	HCM_*information security*	29 April 2025 April 29, 2025	HCM
	HCM_*Approporiate management and handling of confidential information*	29 April 2025 April 29, 2025	HCM
	HCM_*Compliance program training*	21 Mei 2025 May 21, 2025	HCM
	HAP_*Design thinking*	13 Oktober 2025 October 13, 2025	Hexindo
	HAP_*Communciation*	30 Januari 2026 January 30, 2026	Hexindo
	HAP_*Emotional intelligence*	20 Februari 2026 February 20, 2026	Hexindo
	HAP_*Stress Management*	27 Maret 2026 March 27, 2026	Hexindo
Anton Novalino, SE., QIA Wakil Kepala Audit Internal Deputy Head of Internal Audit	*Certified Corporate Forensic Auditor (CCFA)*	6 -16 Oktober 2025 October 6 - 16, 2025	PPM Manajemen
	Communication Skills For Business	22 Januari 2026 January 22, 2026	Hexindo
	Emotional Intelligence	30 Januari 2026 January 30, 2026	Hexindo
	Landcros	19 Frbruari 2026 February 19, 2026	Hexindo
	The 5's Activities	24 Februari 2026 February 24, 2026	Hexindo
	Information Security Education 2025	5 Maret 2026 March 5 2026	Hexindo
	Stress Management	16 Maret 2026 March 16, 2026	Hexindo
	Design Thinking Creativity	31 Maret 2026 March 31, 2026	Hexindo
M. Rezky Iqbal Putra, SE., MM., CRMP., QIA Wakil Kepala Pengendalian Internal Deputy Head of Internal Control	Membangun Budaya *anti fraud* Building an Anti-Fraud Culture	13 Juni 2025 June 13, 2025	ACFE
	Internal Audit & Fight Against Corruption and Future ethical, Corruption resilient Governance	20 Agustus 2025 August 20, 2025	THE IIAC. Global Compact Network Indonesia. UN office on drug & Crime.
	Strenghtening Governance: Integrating ICoFR, investigative audit and Digital Forensic	22 Oktober 2025 October 22, 2025	THE IIAC. Global Compact Network Indonesia. UN office on drug & Crime.
	Appropriate Management & Handling of confidential information	21 Mei 2025 May 21, 2025	HCM
	Information Security	21 Mei 2025 May 21, 2025	HCM
	Program Instruksi kepatuhan Compliance Instruction Program	28 Mei 2025 May 28, 2025	HCM

Pelaksanaan Tugas Audit Internal

Pada tahun buku 2025, Audit Internal telah menyusun Laporan Hasil Audit (LHA) atas pelaksanaan audit di setiap cabang, proyek, dan departemen dengan menggunakan metode *risk-based audit*. LHA disampaikan kepada Dewan Komisaris melalui Komite Audit, Direksi, serta departemen terkait. LHA berisi temuan, rekomendasi, dan kesimpulan atas kegiatan audit yang telah dilakukan.

Adapun kegiatan Audit Internal selama tahun buku 2025 adalah sebagai berikut:

1. Melaksanakan program audit tahunan.
2. Menyelenggarakan 4 (empat) kali rapat konsultasi dan koordinasi dengan Komite Audit.
3. Melaksanakan pengujian atas efektivitas pengendalian internal Perusahaan, dengan rincian sebagai berikut:
    - Subject Pengujian: Proses Bisnis, *Entity Level Control*, dan *Financial Closing Reporting Process.*
    - Metode Pengujian: *Test of Design Effectiveness* (TOD) dan *Test of Operating Effectiveness* (TOE).
4. Melakukan program audit khusus.
5. Melakukan rapat koordinasi untuk perbaikan bisnis proses, baik itu perubahan regulasi maupun pembuatan regulasi baru berdasarkan temuan audit.
6. Melakukan monitoring dan tindak lanjut atas rekomendasi perbaikan atas temuan audit.
7. Memberikan sosialisasi dengan topik terkait *internal control, compliance* dan GCG.

Penilaian Kinerja Audit Internal

Sebagai bagian dari upaya menjaga efektivitas fungsi pengawasan, Direksi secara berkala melakukan penilaian terhadap kinerja Audit Internal untuk memastikan pelaksanaan fungsi audit berjalan efektif dan sesuai dengan tujuan Perseroan.

Prosedur Penilaian Kinerja Audit Internal

Direksi melakukan evaluasi kinerja Audit Internal setiap tahun menggunakan metode penilaian yang didasarkan pada pelaksanaan tugas dan tanggung jawab yang telah dilaksanakan beserta kriteria penilaian yang telah ditetapkan.

Kriteria Penilaian Kinerja Audit Internal

Berikut adalah kriteria yang digunakan dalam melakukan penilaian atas kinerja Audit Internal Perseroan:

1. Pelaksanaan rencana audit tahunan berbasis risiko secara menyeluruh dan tepat waktu.

Implementation of Internal Audit Duties

During the 2025 financial year, the Internal Audit function prepared Audit Reports on audit activities conducted at each branch, project, and department using a risk-based audit approach. The Audit Reports were submitted to the Board of Commissioners through the Audit Committee, the Board of Directors, and the relevant departments. These reports contained audit findings, recommendations, and conclusions resulting from the audit activities performed.

The Internal Audit function carried out the following activities during the 2025 financial year:

1. Implemented the annual audit program.
2. Conducted 4 (four) consultation and coordination meetings with the Audit Committee.
3. Performed testing of the effectiveness of the Company's internal controls, with the following scope:
    - Subjects of Testing: Business Processes, Entity-Level Controls, and Financial Closing and Reporting Process.
    - Testing Methods: Test of Design Effectiveness (TOD) and Test of Operating Effectiveness (TOE).
4. Conducted special audit programs.
5. Held coordination meetings to improve business processes, including responding to regulatory changes and developing new regulations based on audit findings.
6. Monitored and followed up on corrective actions relating to audit recommendations and findings.
7. Conducted awareness and training sessions on internal control, compliance, and Good Corporate Governance (GCG).

Performance Assessment of Internal Audit

As part of its efforts to maintain the effectiveness of the oversight function, the Board of Directors periodically evaluates the performance of the Internal Audit function to ensure that audit activities are carried out effectively and in line with the Company's objectives.

Performance Assessment Procedure of Internal Audit

The Board of Directors conducts an annual performance evaluation of the Internal Audit function using an assessment method based on the implementation of its duties and responsibilities, as well as the established evaluation criteria.

Performance Assessment Criteria of Internal Audit

The following criteria are used to assess the performance of the Company's Internal Audit function:

1. Comprehensive and timely implementation of the risk-based annual audit plan.

2. Kualitas pelaksanaan audit khusus serta kegiatan konsultansi kepada manajemen.
3. Kontribusi dalam peningkatan pengendalian internal, manajemen risiko, dan GCG.
4. Objektivitas rekomendasi serta nilai tambah yang diberikan dalam mendukung pencapaian tujuan Perusahaan.
5. Kualitas pelaporan, komunikasi hasil audit, dan evaluasi internal atas kegiatan audit.

Hasil Penilaian Kinerja Audit Internal

Berdasarkan prosedur dan kriteria penilaian kinerja yang diterapkan pada tahun buku 2025, masing-masing anggota Audit Internal telah menjalankan tugas dan tanggung jawabnya dengan baik.

2. Quality of special audit engagements and consulting activities provided to management.
3. Contribution to the enhancement of internal controls, risk management, and GCG.
4. Objectivity of recommendations and the value added in supporting the achievement of the Company's objectives.
5. Quality of reporting, communication of audit results, and internal evaluation of audit activities.

Results of the Performance Assessment of Internal Audit

Based on the performance assessment procedures and criteria applied during the 2025 financial year, each member of the Internal Audit function performed his or her duties and responsibilities satisfactorily.

Organ Pendukung Dewan Komisaris
Supporting Organs of the Board of Commissioners

Dalam melaksanakan fungsi pengawasan atas Perseroan, Dewan Komisaris dibantu oleh Komite Audit.

KOMITE AUDIT

Komite Audit adalah komite yang dibentuk oleh Dewan Komisaris untuk membantu menjalankan fungsi pengawasan, khususnya terkait pelaporan keuangan, pengelolaan risiko, kepatuhan terhadap regulasi, dan pengawasan atas audit internal maupun eksternal.

Piagam Komite Audit

Tugas, tanggung jawab, dan wewenang Komite Audit tercantum dalam Piagam Komite Audit yang telah disahkan pada tanggal 20 Desember 2021 sebagai berikut:

1. Maksud dan Tujuan;
2. Tugas, Tanggung Jawab, dan Wewenang;
3. Otoritas;
4. Organisasi;
5. Perubahan Piagam dan Kinerja Komite Audit; dan
6. Lain-Lain.

In carrying out its oversight function over the Company, the Board of Commissioners is assisted by the Audit Committee.

AUDIT COMMITTEE

The Audit Committee is a committee established by the Board of Commissioners to assist in performing its oversight function, particularly in relation to financial reporting, risk management, regulatory compliance, and oversight of both internal and external audits.

Audit Committee Charter

The duties, responsibilities, and authorities of the Audit Committee are set out in the Audit Committee Charter, which was approved on December 20, 2021. The Charter covers the following matters:

1. Purpose and Objectives;
2. Duties, Responsibilities, and Authorities;
3. Authority;
4. Organization;
5. Amendments to the Charter and Audit Committee Performance; and
6. Other Provisions.

Tugas, Tanggung Jawab, dan Wewenang Komite Audit

Sebagaimana tercantum dalam Piagam Komite Audit, tugas dan tanggung jawab Komite Audit Perseroan adalah sebagai berikut:

1. Rapat dan Tanggung Jawab Tertentu
   a. Mengadakan rapat setidaknya satu kali dalam satu triwulan, rapat dengan Internal Audit dan kantor akuntan publik setidaknya satu kali. Komite Audit dapat mengundang Direksi dan Internal Audit untuk pertemuan khusus untuk mendiskusikan permasalahan audit lebih lanjut.
   b. Meminta setiap pejabat atau karyawan Perseroan untuk menghadiri rapat dengan Komite Audit dan/atau dengan penasihat dari kantor akuntan publik.
   c. Jika diperlukan, Komite Audit berwenang untuk menyewa penasihat hukum, akuntansi, atau lainnya dari luar Perseroan dengan persetujuan terlebih dahulu dari Dewan Komisaris serta berhak meminta kapasitas Sumber Daya Manusia (SDM) yang memadai untuk membantu pemenuhan tugas dan tanggung jawabnya.
   d. Meninjau ulang Piagam Komite Audit setiap tahun dan merekomendasikan pembaruan isi piagam kepada Dewan Komisaris untuk dimintakan persetujuan.
   e. Menyusun laporan evaluasi berkala mengenai kualitas dan integritas laporan keuangan Perseroan, kepatuhan Perseroan terhadap hukum dan peraturan, serta independensi kantor akuntan publik dan auditor eksternal kepada Dewan Komisaris.
   f. Memberikan respons yang tepat terhadap keluhan yang diterima Perseroan mengenai akuntansi, kontrol akuntansi internal, atau masalah-masalah audit. Selain itu, Komite Audit juga bertanggung jawab menerima pengaduan secara rahasia dan anonim dari karyawan Perseroan terkait masalah akuntansi atau audit.
2. Pengawasan Hubungan Perseroan dengan Auditor Eksternal dan Internal
   a. Memberikan rekomendasi kepada Dewan Komisaris mengenai pengangkatan, pengangkatan kembali, pemberhentian atau penggantian, periode pekerjaan akuntan publik untuk kemudian diusulkan pada RUPST.
   b. Meminta kantor akuntan publik untuk menyerahkan laporan kepada Komite Audit, setidaknya setahun sekali, mengenai:

Duties, Responsibilities, and Authorities of the Audit Committee

As stipulated in the Audit Committee Charter, the Audit Committee has the following duties and responsibilities:

1. Meetings and Specific Responsibilities
   a. Hold meetings at least once every quarter and meet with Internal Audit and the Public Accounting Firm at least once annually. The Audit Committee may invite the Board of Directors and Internal Audit to special meetings to discuss audit-related matters in greater detail.
   b. Request any officer or employee of the Company to attend meetings with the Audit Committee and/or advisors from the Public Accounting Firm.
   c. If necessary, engage legal, accounting, or other external advisors with the prior approval of the Board of Commissioners and request adequate human resources to support the fulfillment of its duties and responsibilities.
   d. Review the Audit Committee Charter annually and recommend any necessary amendments to the Board of Commissioners for approval.
   e. Prepare periodic evaluation reports on the quality and integrity of the Company's financial statements, the Company's compliance with applicable laws and regulations, and the independence of the Public Accounting Firm and external auditors for submission to the Board of Commissioners.
   f. Provide appropriate responses to complaints received by the Company regarding accounting, internal accounting controls, or auditing matters. The Audit Committee is also responsible for receiving confidential and anonymous complaints from employees concerning accounting or auditing issues.
2. Oversight of the Company's Relationship with External and Internal Auditors
   a. Provide recommendations to the Board of Commissioners regarding the appointment, reappointment, dismissal, replacement, and engagement period of the Public Accounting Firm for subsequent submission to the Annual General Meeting of Shareholders (AGMS).
   b. Require the Public Accounting Firm to submit a report to the Audit Committee at least once a year regarding:

- Prosedur *Internal Quality Control Auditor*; dan
- Semua masalah terkini yang dikemukakan oleh *Internal Quality Control* atau *peer-review*/ pertanyaan/investigasi dari pihak pemerintah dan profesional dalam periode lima tahun, dengan memperhatikan satu atau lebih audit independen yang dilaksanakan kantor akuntan publik serta langkah penyelesaiannya. Kantor akuntan publik wajib menyampaikan laporan tersebut kepada Komite Audit sesegera mungkin setelah melakukan pengkajian ulang dan penyelidikan.

c. Meminta kantor akuntan publik untuk menyampaikan pernyataan tertulis kepada Komite Audit secara rutin, sedikitnya sekali dalam setahun. Pernyataan tersebut wajib memuat seluruh lingkup pekerjaan audit antara kantor akuntan publik dan Perseroan, termasuk jasa non-audit yang diberikan kepada Perseroan, jika ada.

d. Melakukan pembahasan dengan kantor akuntan publik terkait setiap pengungkapan hubungan, jasa, atau faktorfaktor lain yang dapat mempengaruhi objektivitas serta independensi akuntan publik tersebut.

e. Memberikan rekomendasi kepada Dewan Komisaris untuk memastikan independensi kantor akuntan publik. Dalam rangka memastikan independensi audit secara berkala, Komite Audit harus mempertimbangkan adanya perubahan pada kantor akuntan publik yang ditunjuk oleh Perseroan.

f. Mengadakan pembahasan mengenai masalah yang timbul dalam pelaporan keuangan dengan Dewan Komisaris, Direksi dan kantor akuntan publik. Komite Audit dan kantor akuntan publik secara bersama-sama mengkaji ulang setiap masalah yang timbul dalam pelaporan keuangan dengan mempertimbangkan respons Dewan Komisaris dan Direksi.

3. Dalam hal pengawasan kepatuhan terhadap peraturan dan perundang-undangan yang berlaku, Komite Audit bertugas untuk:

a. Menerima komunikasi dan informasi tentang kendala operasional dan pengendalian internal yang signifikan.

b. Menindaklanjuti status investigasi dalam laporan audit internal secara berkala dari dari Internal Audit dan Direksi, kemudian melakukan penyelidikan lain dalam urusan Perseroan sebagaimana dianggap perlu dan sesuai.

- The auditor's Internal Quality Control procedures; and
- Any issues raised through internal quality control reviews, peer reviews, government inquiries, professional investigations, or other examinations during the preceding five years relating to one or more independent audits conducted by the Public Accounting Firm, including the status of corrective actions taken.

c. Require the Public Accounting Firm to provide a written statement to the Audit Committee on a regular basis, at least annually, detailing the full scope of services provided to the Company, including any non-audit services, if applicable.

d. Discuss with the Public Accounting Firm any relationships, services, or other factors that may affect its objectivity and independence.

e. Provide recommendations to the Board of Commissioners to ensure the independence of the Public Accounting Firm. In evaluating audit independence, the Audit Committee should periodically consider the rotation or replacement of the Public Accounting Firm engaged by the Company.

f. Discuss issues arising from financial reporting with the Board of Commissioners, the Board of Directors, and the Public Accounting Firm. The Audit Committee and the Public Accounting Firm jointly review such issues, taking into account the responses of the Board of Commissioners and the Board of Directors.

3. Oversight of Compliance with Laws and Regulations The Audit Committee is responsible for:

a. Receiving communications and information regarding significant operational and internal control issues.

b. Monitoring the status of investigations arising from Internal Audit reports and updates provided by Internal Audit and the Board of Directors, and conducting further inquiries into Company matters where necessary and appropriate.

c. Menerima informasi secara berkala dari Direksi dan kantor akuntan publik terkait identifikasi dan tindak lanjut kendala pengendalian internal, termasuk setiap kekurangan yang signifikan dalam desain atau operasi pengendalian internal yang mempengaruhi kemampuan Perseroan untuk mencatat, memproses, dan melaporkan data keuangan.
d. Menerima informasi mengenai tindakan *fraud*, baik yang bersifat material maupun nonmaterial yang melibatkan Direksi dan/atau karyawan lain yang berperan penting dalam kegiatan pengendalian internal Perseroan.
e. Mengkaji ulang kepatuhan Perseroan terhadap peraturan, perundang-undangan, dan Kode Etik yang berlaku bersama-sama dengan Dewan Komisaris dan Direksi.
f. Mengkaji ulang laporan pemeriksaan yang signifikan dari regulator yang bersangkutan dengan Perseroan.
g. Menerima komunikasi dan informasi dari Direksi tentang ikhtisar laporan aktivitas yang mencurigakan yang diajukan oleh entitas kepada regulator.

c. Receiving periodic information from the Board of Directors and the Public Accounting Firm regarding the identification and resolution of internal control issues, including significant deficiencies in the design or operation of internal controls that may affect the Company's ability to record, process, and report financial information.
d. Receiving information regarding material and non-material fraud involving members of the Board of Directors and/or employees with significant responsibilities related to the Company's internal control activities.
e. Reviewing the Company's compliance with applicable laws, regulations, and Code of Ethics together with the Board of Commissioners and the Board of Directors.
f. Reviewing significant examination reports issued by regulators relevant to the Company.
g. Receiving communications and information from the Board of Directors regarding summaries of suspicious activity reports submitted by the Company to regulators.

4. Dalam hal pernyataan dan pengungkapan hal-hal keuangan, Komite Audit bertugas untuk:
a. Mengkaji ulang dan mengadakan diskusi dengan Dewan Komisaris, Direksi, dan Internal Audit mengenai lingkup audit, sedikitnya sekali dalam setiap tahun buku.
b. Mengkaji ulang dan mengadakan diskusi dengan Direksi terkait laporan keuangan yang telah diaudit, laporan keuangan triwulanan, serta laporan-laporan lain yang signifikan termasuk pengungkapan-pengungkapan tertentu.
c. Mengkaji ulang dan mengadakan diskusi dengan Direksi, kantor akuntan publik, serta Internal Audit terkait kebijakan, isu, serta penilaian signifikan termasuk dalam hal akuntansi, pajak penghasilan, laporan keuangan, serta laporan-laporan lain yang signifikan.
d. Mengkaji ulang laporan pengendalian akuntansi internal (*management letters*) yang diajukan oleh kantor akuntan publik yang terdaftar dan independen.
e. Mengadakan diskusi dengan kantor akuntan publik terkait hal-hal yang diperlukan untuk melakukan proses pengendalian, termasuk namun tidak terbatas pada setiap kendala yang dihadapi dalam pelaksanaannya.

4. Financial Reporting and Disclosure Responsibilities, the Audit Committee is responsible for:
a. Reviewing and discussing the audit scope with the Board of Commissioners, the Board of Directors, and Internal Audit at least once during each financial year.
b. Reviewing and discussing audited financial statements, quarterly financial statements, and other significant reports and disclosures with the Board of Directors.
c. Reviewing and discussing significant accounting policies, issues, and judgments with the Board of Directors, the Public Accounting Firm, and Internal Audit, including matters relating to accounting, income tax, financial statements, and other significant reports.
d. Reviewing internal accounting control reports (management letters) issued by the independent registered Public Accounting Firm.
e. Discussing matters necessary for the implementation of audit and control processes with the Public Accounting Firm, including any constraints encountered during their execution.

f. Mengadakan diskusi terkait ruang lingkup kegiatan kantor akuntan publik, akses informasi, dan perbedaan pendapat yang signifikan dengan Direksi.

5. Dalam hal penyusunan dan pelaporan Laporan Tahunan, Komite Audit:
   a. Menyiapkan laporan Komite Audit sesuai ketentuan OJK dan menyertakannya dalam laporan tahunan Perseroan.
   b. Menyusun Laporan Tahunan secara tepat waktu yang menyertakan laporan pengendalian internal yang transparan dan objektif.
   c. Menyusun ikhtisar laporan kerja Komite Audit untuk periode satu tahun sebelumnya, termasuk namun tidak terbatas pada pendapat Komite Audit yang lengkap, cakap, cukup, dan berintegritas.
   d. Membantu Dewan Komisaris memeriksa kualifikasi dan independensi kantor akuntan publik yang ditunjuk oleh Perseroan.
   e. Mengkaji kinerja Internal Audit dan kantor akuntan publik.
   f. Menyelesaikan perbedaan pendapat yang timbul dalam proses pelaporan keuangan.
   g. Mengawasi pelaksanaan tugas dan tanggung jawab Dewan Komisaris dan Direksi dalam memastikan dan menerapkan sistem kontrol yang efektif.

Dalam melaksanakan tugasnya, Komite Audit memiliki kewenangan sebagai berikut:

1. Mengakses dokumen, data dan informasi Perusahaan mengenai kebutuhan karyawan, dana, aset dan sumber daya Perusahaan.
2. Berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi audit internal, manajemen risiko, dan akunting.

3. Komite Audit memiliki tanggung jawab pelaporan yang meliputi:
   a. Laporan tertulis kepada Dewan Komisaris sekurangkurangnya satu kali setiap triwulan yang memuat rincian kegiatan Komite Audit, rekomendasi tindak lanjut, dan pemaparan hal-hal penting yang perlu disampaikan kepada Dewan Komisaris.

   b. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan Auditor Eksternal dengan memperhatikan ruang lingkup pekerjaan dan independensi. Komite Audit juga akan menunjuk

f. Discussing the scope of the Public Accounting Firm's work, access to information, and any significant differences of opinion with the Board of Directors.

5. Annual Report Preparation and Reporting Responsibilities, the Audit Committee is responsible for:
   a. Preparing the Audit Committee Report in accordance with OJK regulations for inclusion in the Company's Annual Report.
   b. Supporting the timely preparation of the Annual Report, including transparent and objective reporting on internal controls.
   c. Preparing a summary of the Audit Committee's activities for the preceding year, including comprehensive, competent, adequate, and objective opinions of the Audit Committee.
   d. Assisting the Board of Commissioners in assessing the qualifications and independence of the Public Accounting Firm appointed by the Company.
   e. Reviewing the performance of Internal Audit and the Public Accounting Firm.
   f. Resolving differences of opinion arising in the financial reporting process.
   g. Overseeing the implementation of the duties and responsibilities of the Board of Commissioners and the Board of Directors in ensuring and maintaining an effective internal control system.

In carrying out its duties, the Audit Committee has the following authorities:

1. Access the Company's documents, data, and information relating to employees, funding, assets, and other corporate resources.
2. Communicate directly with employees, including members of the Board of Directors and personnel responsible for internal audit, risk management, and accounting functions.
3. The Audit Committee also has the following reporting responsibilities:
   a. Submit a written report to the Board of Commissioners at least once every quarter, containing details of the Audit Committee's activities, recommendations for follow-up actions, and other significant matters that should be brought to the attention of the Board of Commissioners.
   b. Provide recommendations to the Board of Commissioners regarding the appointment of the External Auditor, taking into consideration the scope of work and independence of the auditor. The Audit

biaya untuk ukuran layanan audit eksternal yang diusulkan oleh manajemen.

Committee also reviews and recommends the audit fees proposed by management for external audit services.

Dalam rangka memastikan pelaksanaan tugas secara optimal, Komite Audit menetapkan pembagian tugas sebagai berikut:

To ensure the effective execution of its duties, the Audit Committee has established the following division of responsibilities:

Tugas dan Tanggung Jawab Masing-masing Anggota Komite Audit
Duties and Responsibilities of Each Member of the Audit Committee

Nama dan Jabatan Name and Position	Tugas dan Tanggung Jawab Duties and Responsibilities
Harry Danui Ketua Chairman	Mengoordinasikan fungsi dan peran Komite Audit serta memastikan kepatuhan Perseroan terhadap peraturan perundang-undangan yang berlaku, termasuk ketentuan di bidang pasar modal dan pelaporan keuangan. Coordinate the functions and roles of the Audit Committee and ensure the Company's compliance with applicable laws and regulations, including provisions related to capital markets and financial reporting.
Junarto Tjahjadi Anggota Member	Menelaah informasi keuangan Perseroan dan melakukan tindakan yang diperlukan untuk memperoleh data yang akurat, termasuk melakukan kunjungan lapangan apabila diperlukan. Review the Company's financial information and take necessary actions to obtain accurate data, including conducting site visits when required.
Bambang Dewandaru Anggota Member	Menganalisis kondisi keuangan dan risiko yang dihadapi Perseroan, menelaah rencana kerja, serta mengevaluasi kegiatan pemeriksaan yang dilakukan oleh Internal Audit. Analyze the Company's financial condition and risks, review work plans, and evaluate audit activities conducted by the Internal Audit unit.

Susunan, Periode, dan Masa Jabatan Komite Audit

Komite Audit dipimpin oleh Komisaris Independen Perseroan dan terdiri dari sedikitnya 2 (dua) anggota independen. Salah satu anggota tersebut wajib memiliki keahlian di bidang keuangan dan/ atau akuntansi dengan pengalaman minimal 5 (lima) tahun. Masa jabatan anggota Komite Audit tidak boleh melebihi masa jabatan Dewan Komisaris sebagaimana ditetapkan dalam Anggaran Dasar Perseroan, namun anggota dapat diangkat kembali untuk masa jabatan berikutnya.

Adapun susunan dan komposisi Komite Audit Perseroan pada akhir tahun buku 2025 adalah sebagai berikut:

Composition, Term, and Tenure of the Audit Committee

The Audit Committee is chaired by the Company's Independent Commissioner and consists of at least 2 (two) independent members. At least one member must possess expertise in finance and/or accounting, with a minimum of 5 (five) years of relevant experience. The term of office of Audit Committee members shall not exceed the term of office of the Board of Commissioners as stipulated in the Company's Articles of Association. However, members may be reappointed for subsequent terms.

The composition and membership of the Company's Audit Committee as of the end of the 2025 financial year were as follows:





Harry Danui*

Ketua Komite Audit
Chairman of Audit Committee

Usia | Age	Kewarganegaraan | Citizenship	Domisili | Domicile
65 Tahun 65 Years Old	Warga Negara Indonesia Indonesian Citizen	Jakarta

Dasar Pengangkatan **Basis of Appointment**	Surat Keputusan Dewan Komisaris Nomor 002/SKDekom/ HEXA/ IX/2020 tanggal 18 September 2020 untuk masa jabatan pertama.	Decree of the Board of Commissioners Number 002/ SKDekom/HEXA/ IX/2020 dated September 18, 2020, for his first term of office

*Profil lengkap Ketua Komite Audit dapat dilihat pada bagian Profil Dewan Komisaris dalam Laporan Tahunan ini
* The complete profile of the Chairman of the Audit Committee can be found in the Board of Commissioners Profile section of this Annual Report.



Bambang Dewandaru

Anggota Komite Audit
Member of Audit Committee

Usia | Age	**Kewarganegaraan** | Citizenship	**Domisili** | Domicile
69 Tahun 69 Years Old	Warga Negara Indonesia Indonesian Citizen	Jakarta

Dasar Pengangkatan **Basis of Appointment**	Surat Keputusan Dewan Komisaris No. 01/SKDekom/HEXA/IX/2023 tanggal 26 September 2023 untuk periode jabatan pertama.	The Board of Commissioners' Decree No. 01/SKDekom/HEXA/IX/2023 dated September 26, 2023, for his first term of office.
Riwayat Pendidikan **Education Background**	• Sarjana Teknik, Institut Teknologi Bandung (1981); • Postgraduate Diploma in *Telecommunication and Information Systems*, University of Essex (1988); • Business Administration, Northeastern University (1993); • Magister Sains Teknik Elektro (*Master of Science in Electrical Engineering*/MSEE), Northeastern University (1993).	• Bachelor of Engineering, Institut Teknologi Bandung (1981); • Postgraduate Diploma in Telecommunication and Information Systems, University of Essex (1988); • Business Administration, Northeastern University (1993); • Master of Science in Electrical Engineering (MSEE), Northeastern University (1993).
Riwayat Pekerjaan **Career History**	Sebelum menjabat sebagai anggota Komite Audit Perseroan, beliau memiliki pengalaman profesional yang luas di bidang jaringan komunikasi satelit, antara lain di PT Telkom Indonesia (Persero) Tbk dan Bakrie Communication Group. Beliau juga pernah menjabat sebagai *technical advisor*, trainer, dan konsultan di bidang satelit komunikasi, serta menjadi dosen Teknik Elektro di beberapa perguruan tinggi, di antaranya President University	Prior to his appointment as a member of the Company's Audit Committee, he accumulated extensive professional experience in satellite communication networks, including roles at PT Telkom Indonesia (Persero) Tbk and the Bakrie Communication Group. He has also served as a technical advisor, trainer, and consultant in the field of satellite communications, as well as a lecturer in Electrical Engineering at several universities, including President University
Hubungan Afiliasi **Affiliation Relationship**	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lain, anggota Direksi, dan Pemegang Saham.	Does not have any affiliation with other members of the Board of Commissioners, members of the Board of Directors, or Shareholders.



Junarto Tjahjadi

Anggota Komite Audit
Member of Audit Committee

Usia | Age	Kewarganegaraan | Citizenship	Domisili | Domicile
61 Tahun 61 Years Old	Warga Negara Indonesia Indonesian Citizen	Jakarta

Dasar Pengangkatan **Basis of Appointment**	Keputusan Dewan Komisaris No. 002/SKDekom/HEXA/IX/2020 tanggal 18 September 2020 untuk periode jabatan pertama.	The Board of Commissioners' Decree No. 002/ SKDekom/HEXA/IX/2020 dated September 18, 2020, for his first term of office
Riwayat Pendidikan **Education Background**	• Sarjana Akuntansi dari Universitas Tarumanegara; dan • Sertifikasi sebagai Akuntan Publik.	• Bachelor's degree in Accounting from Tarumanagara University; and • Certified as a Public Accountant.
Riwayat Pekerjaan **Career History**	Saat ini, beliau juga menjabat sebagai Managing Partner di KAP Tjahjadi & Tamara (*Member of Morison KSi*).	Currently, he also serves as the Managing Partner at KAP Tjahjadi & Tamara (Member of Morison KSi).
Hubungan Afiliasi **Affiliation Relationship**	Tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lain, anggota Direksi, dan Pemegang Saham.	Does not have any affiliation with other members of the Board of Commissioners, members of the Board of Directors, or Shareholders.

Independensi Komite Audit

Seluruh anggota Komite Audit Perseroan menyatakan bahwa seluruh tugas dan tanggung jawabnya dilaksanakan secara independen sesuai dengan ketentuan yang berlaku. Hal ini tercermin dari kepemimpinan Ketua Komite Audit yang merupakan Komisaris Independen, serta 2 (dua) anggota lainnya yang merupakan profesional eksternal yang juga independen. Selain itu, seluruh anggota Komite Audit juga telah memenuhi kriteria independensi sesuai dengan ketentuan dalam POJK No. 55/2015, antara lain sebagai berikut:

Independence of the Audit Committee

All members of the Company's Audit Committee have affirmed that they perform their duties and responsibilities independently and in accordance with applicable regulations. This is reflected in the composition of the Audit Committee, which is chaired by an Independent Commissioner and supported by two (2) other members who are independent external professionals. In addition, all members of the Audit Committee have met the independence criteria stipulated in OJK Regulation No. 55/POJK.04/2015, including the following:

Pernyataan Independensi Komite Audit
Statment of Independence of the Audit Committee

Kriteria Independensi Independence Criteria	Harry Danui	Junarto Tjahjadi	Bambang Dewandaru
Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi. Does not have any financial relationship with the Board of Commissioners and the Board of Directors.	√	√	√
Tidak memiliki hubungan kepemilikan saham di Perseroan. Does not hold any ownership interest in the Company's shares.	√	√	√
Tidak memiliki hubungan kepengurusan di Perusahaan, maupun perusahaan afiliasi. Does not have any managerial relationship in the Company or its affiliated companies.	√	√	√
Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/atau sesama anggota Komite Audit. Does not have any familial relationship with the Board of Commissioners, Board of Directors, and/or fellow members of the Audit Committee.	√	√	√
Tidak menjabat sebagai pengurus partai politik, pejabat, dan pemerintah. Does not hold a position as a political party official, government official, or public officer.	√	√	√

Pengembangan Kompetensi Komite Audit

Dalam rangka mendukung efektivitas fungsi pengawasan terhadap proses pelaporan keuangan, audit, dan pengendalian internal, Perseroan secara berkelanjutan mendorong pengembangan kompetensi anggota Komite Audit agar tetap selaras dengan perkembangan regulasi dan praktik tata kelola yang baik.

Competency Development of the Audit Committee

To support the effective oversight of financial reporting, audit activities, and internal control processes, the Company continuously promotes the competency development of Audit Committee members to ensure alignment with evolving regulations and good governance practices.

Kebijakan Pengembangan Kompetensi Komite Audit

Perseroan memiliki kebijakan untuk menyediakan program pelatihan, workshop, dan akses informasi terkini bagi anggota Komite Audit guna memperkuat kapasitas dalam menjalankan fungsi pengawasan secara independen dan profesional.

Policy on Competency Development of the Audit Committee

The Company has established a policy to provide training programs, workshops, and access to up-to-date information for Audit Committee members to strengthen their capabilities in performing their oversight duties independently and professionally.

Kegiatan Pengembangan Kompetensi Komite Audit

Informasi terkait pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Komite Audit disajikan pada bagian Kegiatan Pengembangan Kompetensi Dewan Komisaris dalam Laporan ini.

Competency Development Activities of the Audit Committee

Information regarding training and/or competency development activities attended by Audit Committee members is presented in the Board of Commissioners' Competency Development Activities section of this Report.

Rapat Komite Audit

Rapat Komite Audit merupakan sarana pengawasan strategis yang dilakukan untuk memastikan kepatuhan, transparansi, dan integritas operasional Perusahaan. Forum ini bertujuan untuk mendukung efektivitas fungsi pengawasan oleh Dewan Komisaris.

Kebijakan Rapat Komite Audit

Ketentuan pelaksanaan rapat Komite Audit merujuk pada POJK No. 55/2015 dan Piagam Komite Audit, dengan rincian sebagai berikut:

1. Komite Audit mengadakan rapat setidaknya setiap triwulan. Agenda formal dan lokasi pertemuan termasuk informasi tentang isu-isu utama akan disampaikan sebelum hari pertemuan.
2. Komite Audit dapat mengundang pihak-pihak terkait untuk menghadiri rapat Komite Audit sejauh dianggap perlu.
3. Jika diperlukan, Komite Audit dapat mengadakan rapat tertutup dengan *Internal Audit*, *Corporate Secretary,* External Auditor dan pihak terkait lainnya di Perusahaan.
4. Seluruh proses, termasuk perbedaan pendapat, didokumentasikan dalam risalah rapat. Risalah rapat dibagikan kepada Komite Audit dan Dewan Komisaris.
5. Kuorum rapat adalah minimal 2/3 anggota Komite Audit. Rapat ditunda jika kuorum tidak terpenuhi. Keputusan dapat diambil jika disetujui oleh lebih dari ½ anggota Komite Audit.
6. Keputusan Komite Audit dibuat berdasarkan musyawarah dan mufakat.

Pelaksanaan Rapat Komite Audit

Sepanjang tahun buku 2025, Komite Audit telah melaksanakan 15 (lima belas) kali rapat, yang terdiri dari:

- 4 (empat) kali rapat bersama Dewan Komisaris;
- 4 (empat) kali rapat bersama Audit Internal;
- 2 (dua) kali rapat bersama Auditor Eksternal;
- 4 (empat) kali rapat bersama divisi lainnya; dan
- 1 (satu) kali rapat internal Komite Audit.

Adapun rincian pelaksanaan rapat komite audit di sepanjang tahun buku 2025 adalah sebagai berikut:

Audit Committee Meetings

Audit Committee meetings serve as a strategic oversight mechanism to ensure compliance, transparency, and operational integrity within the Company. These meetings support the effectiveness of the Board of Commissioners' supervisory function.

Policy on Audit Committee Meetings

The implementation of Audit Committee meetings is governed by OJK Regulation No. 55/POJK.04/2015 and the Audit Committee Charter, with the following provisions:

1. The Audit Committee shall convene at least once every quarter. The meeting agenda, venue, and information regarding key issues to be discussed shall be distributed prior to the meeting date.
2. The Audit Committee may invite relevant parties to attend meetings whenever deemed necessary.
3. Where required, the Audit Committee may hold private meetings with Internal Audit, the Corporate Secretary, the External Auditor, and other relevant parties within the Company.
4. All proceedings, including any dissenting opinions, shall be documented in meeting minutes. The minutes shall be distributed to the Audit Committee members and the Board of Commissioners.
5. A quorum shall be achieved when at least two-thirds (2/3) of the Audit Committee members are present. Meetings shall be postponed if the quorum requirement is not met. Resolutions may be adopted with the approval of more than one-half (1/2) of the Audit Committee members.
6. Audit Committee resolutions shall be made based on deliberation and consensus.

Implementation of Audit Committee Meetings

Throughout the 2025 financial year, the Audit Committee held 15 (fifteen) meetings, consisting of:

- 4 (four) meetings with the Board of Commissioners;
- 4 (four) meetings with Internal Audit;
- 2 (two) meetings with the External Auditor;
- 4 (four) meetings with other divisions; and
- 1 (one) internal Audit Committee meetings.

The details of the Audit Committee meetings held during the 2025 financial year are as follows:

Rapat Komite Audit bersama Dewan Komisaris
Audit Committee Meeting with the Board of Commissioners

Tanggal Date	Agenda Rapat Meeting Agenda	Harry Danui	Junarto Tjahjadi	Bambang Dewandaru
26 Juni 2025 June 26, 2025	Pengesahan Laporan Keuangan Tahun Buku 2024 Approval of the Financial Statements for Fiscal Year 2024	√	√	√
30 Juli 2025 July 30, 2025	Pengesahan Laporan Keuangan Triwulan I tahun buku 2025 Approval of the First Quarter Financial Statements for Fiscal Year 2025	√	√	√
30 Oktober 2025 October 30, 2025	Pengesahan Laporan Keuangan Triwulan II tahun buku 2025 Approval of the Second Quarter Financial Statements for Fiscal Year 2025	√	√	√
30 Januari 2026 January 30, 2026	Pengesahan Laporan Keuangan Triwulan III tahun buku 2025 Approval of the Third Quarter Financial Statements for Fiscal Year 2025	√	√	√
Tingkat Kehadiran (%) Attendance Rate (%)		**100**	**100**	**100**

Rapat Komite Audit bersama Audit Internal
Audit Committee Meeting with Internal Audit

Tanggal Date	Agenda Rapat Meeting Agenda	Harry Danui	Junarto Tjahjadi	Bambang Dewandaru
27 Mei 2025 May 27, 2025	Laporan Internal Audit Q2 1 Juli 2024 sampai 31 Maret 2025 Internal Audit Report Q2 from 1 July 2024 to 31 March 2025	√	√	√
14 Agustus 2025 August 14, 2025	Laporan Internal Audit Q1 30 Juni 2025 Internal Audit Report Q1 as of 30 June 2025	√	√	√
28 November 2025 November 28, 2025	Laporan Internal Audit Q2 30 September 2025 Internal Audit Report Q2 as of 30 September 2025	√	√	√
12 Maret 2026 March 12, 2026	Laporan Internal Audit Q3 31 Desember 2025 Internal Audit Report Q3 as of 31 December 2025	√	√	√
Tingkat Kehadiran (%) Attendance Rate (%)		**100**	**100**	**100**

Rapat Komite Audit bersama Audit Eksternal
Audit Committee Meeting with External Audit

Tanggal Date	Agenda Rapat Meeting Agenda	Harry Danui	Junarto Tjahjadi	Bambang Dewandaru
24 Juni 2025 June 24, 2025	Pembahasan laporan audit EY atas Laporan Keuangan per 31 Maret 2025 Discussion on EY's Audit Report on Financial Statements as of 31 March 2025	√	√	√
27 Januari 2026 January 27, 2025	Pembahasan Rencana Audit Laporan Keuangan per 31 Maret 2026 - EY Discussion on EY's Audit Plan for Financial Statements as of 31 March 2026 - EY	√	√	√
Tingkat Kehadiran (%) Attendance Rate (%)		**100**	**100**	**100**

Rapat Komite Audit bersama Divisi *Finance*
Audit Committee Meeting with Finance Divisions

Tanggal Date	Agenda Rapat Meeting Agenda	Harry Danui	Junarto Tjahjadi	Bambang Dewandaru
30 Juli 2025 July 30, 2025	Pembahasan Laporan Keuangan Triwulan I – 30 Juni 2025 Discussion on the First Quarter Financial Statements – 30 June 2025	√	√	√
25 Agustus 2025 August 25, 2025	Pembahasan Evaluasi KAP/AP Discussion on the Evaluation of the Public Accounting Firm and Public Accountant	√	√	√
30 Oktober 2025 October 30, 2025	Pembahasan Laporan Keuangan Triwulan II – 30 September 2025 Discussion on the Second Quarter Financial Statements – 30 September 2025	√	√	√
29 Januari 2026 january 29, 2026	Pembahasan Laporan Keuangan Triwulan III – 31 Desember 2025 Discussion on the Third Quarter Financial Statements – 31 December 2025	√	√	√
Tingkat Kehadiran (%) Attendance Rate (%)		**100**	**100**	**100**

Rapat Internal Komite Audit
Internal Meeting Audit Committee

Tanggal Date	Agenda Rapat Meeting Agenda	Harry Danui	Junarto Tjahjadi	Bambang Dewandaru
16 September 2025 September 16, 2025	Diskusi perihal Isu-isu Perseroan Discussion on Matters Relating to the Company	√	√	√
Tingkat Kehadiran (%) Attendance Rate (%)		**100**	**100**	**100**

Pelaksanaan Kegiatan Komite Audit

Sepanjang tahun buku 2025, Komite Audit Perseroan telah melaksanakan tugas-tugas berikut:

1. Menelaah dan membahas Laporan Keuangan Perseroan untuk tahun buku 2024 serta laporan triwulan pertama, kedua, dan ketiga tahun buku 2025 bersama Divisi *Finance*, untuk kemudian mendapatkan persetujuan dari Direksi dan Dewan Komisaris sebelum laporan tersebut disampaikan kepada pihak otoritas dan dipublikasikan kepada publik.
2. Membahas dan mengevaluasi kinerja kantor akuntan publik terkait penugasan dan hasil audit atas Laporan Keuangan tahun buku 2024, serta melaporkan hasil evaluasi tersebut kepada Dewan Komisaris.
3. Menelaah dan membahas secara triwulanan laporan dan temuan dari Internal Audit, termasuk tindak lanjut yang dilakukan oleh Direksi atas temuan audit, pelaksanaan penerapan GCG, serta kepatuhan Perseroan terhadap peraturan perundang-undangan yang berlaku, kemudian memberikan rekomendasi yang diperlukan.
4. Menyampaikan laporan pelaksanaan tugas secara berkala kepada Dewan Komisaris.
5. Memberikan rekomendasi kepada Dewan Komisaris terkait penunjukan akuntan publik dan/atau kantor akuntan publik yang akan mengaudit Laporan Keuangan Perseroan untuk tahun buku 2025.
6. Melakukan diskusi dan evaluasi efektivitas pengendalian internal bersama Internal Audit guna memastikan sistem pengendalian berjalan dengan optimal.
7. Melakukan diskusi dan evaluasi kinerja setiap divisi, serta menyusun usulan dan rekomendasi tindak lanjut yang dipandang perlu untuk disampaikan kepada Dewan Komisaris agar mendapatkan perhatian dan tindak lanjut dari Direksi dalam pengelolaan Perseroan.

Implementation of Audit Committee Activities

Throughout the 2025 financial year, the Company's Audit Committee carried out the following activities:

1. Reviewed and discussed the Company's Financial Statements for the 2024 financial year, as well as the first, second, and third quarter financial statements for the 2025 financial year, together with the Finance Division, prior to obtaining approval from the Board of Directors and the Board of Commissioners before submission to the relevant authorities and public disclosure.
2. Discussed and evaluated the performance of the Public Accounting Firm in relation to its engagement and audit results for the 2024 financial year, and reported the evaluation results to the Board of Commissioners.
3. Reviewed and discussed, on a quarterly basis, reports and findings from Internal Audit, including follow-up actions taken by the Board of Directors on audit findings, the implementation of Good Corporate Governance (GCG), and the Company's compliance with applicable laws and regulations, and provided recommendations where necessary.
4. Submitted periodic reports on the implementation of its duties to the Board of Commissioners.
5. Provided recommendations to the Board of Commissioners regarding the appointment of the public accountant and/or Public Accounting Firm to audit the Company's Financial Statements for the 2025 financial year.
6. Discussed and evaluated the effectiveness of internal controls together with Internal Audit to ensure that the internal control system operated effectively.
7. Conducted discussions and evaluations of the performance of each division and prepared proposals and recommendations for follow-up actions to be submitted to the Board of Commissioners for further consideration and direction to the Board of Directors in managing the Company.

Penilaian Kinerja Komite Audit

Dewan Komisaris melakukan evaluasi atas efektivitas pelaksanaan tugas Komite Audit untuk menilai sejauh mana Komite Audit dapat mendukung fungsi pengawasan Dewan Komisaris, serta menjaga integritas proses pelaporan keuangan dan kepatuhan terhadap regulasi yang berlaku.

Prosedur Penilaian Kinerja Komite Audit

Dewan Komisaris melakukan evaluasi kinerja Komite Audit setiap tahun menggunakan metode penilaian yang didasarkan pada pelaksanaan tugas dan tanggung jawab yang telah dilaksanakan beserta kriteria penilaian yang telah ditetapkan.

Kriteria Penilaian Kinerja Komite Audit

Berikut adalah kriteria yang digunakan dalam melakukan penilaian atas kinerja Komite Audit Perseroan:

1. Pelaksanaan pengawasan atas laporan keuangan dan proses audit;
2. Efektivitas pemantauan manajemen risiko dan pengendalian internal;
3. Penelaahan atas kepatuhan hukum dan peraturan;
4. Independensi dan objektivitas dalam pelaksanaan tugas; serta
5. Kualitas rekomendasi dan nasihat kepada Dewan Komisaris.

Hasil Penilaian Kinerja Komite Audit

Berdasarkan prosedur dan kriteria penilaian kinerja yang diterapkan pada tahun buku 2025, masing-masing anggota Komite Audit telah menjalankan tugas dan tanggung jawabnya dengan baik.

Performance Assessment of the Audit Committee

The Board of Commissioners evaluates the effectiveness of the Audit Committee's performance to assess the extent to which the Audit Committee supports the Board of Commissioners' oversight function and safeguards the integrity of the financial reporting process and compliance with applicable regulations.

Performance Assessment Procedure of the Audit Committee

The Board of Commissioners conducts an annual performance evaluation of the Audit Committee using an assessment method based on the implementation of its duties and responsibilities, as well as the established evaluation criteria.

Performance Assessment Criteria of the Audit Committee

The following criteria are used to assess the performance of the Company's Audit Committee:

1. Effectiveness of oversight over financial reporting and audit processes.
2. Effectiveness of monitoring risk management and internal control systems.
3. Review of compliance with applicable laws and regulations.
4. Independence and objectivity in carrying out duties and responsibilities.
5. Quality of recommendations and advice provided to the Board of Commissioners.

Results of the Performance Assessment of the Audit Committee

Based on the performance assessment procedures and criteria applied during the 2025 financial year, each member of the Audit Committee performed his or her duties and responsibilities satisfactorily.

Pedoman Perilaku
Code of Conduct

Pedoman Perilaku Perseroan merupakan acuan utama dalam mengatur tata kelola dan hubungan antara manajemen, karyawan, dan pemangku kepentingan eksternal. Pedoman ini bertujuan memastikan bahwa setiap tindakan dan keputusan yang diambil selaras dengan nilai integritas, transparansi, serta kepatuhan terhadap hukum dan regulasi yang berlaku.

POKOK-POKOK PEDOMAN PERILAKU

Pedoman Perilaku Perseroan memuat prinsip dan ketentuan yang harus dipatuhi oleh seluruh pihak yang terlibat dalam pengelolaan operasional, bisnis, serta hubungan dengan pemangku kepentingan, antara lain:

1. Kondisi Tempat Kerja Ideal
   - Menghormati hak asasi manusia dan privasi.
   - Melarang diskriminasi dan pelecehan seksual.
   - Menciptakan lingkungan kerja aman, sehat, dan nyaman.
   - Mendorong budaya kerja kolaboratif dan profesional.
2. Kualitas, Keselamatan, Kesehatan, dan Lingkungan (QSHE)
   - Kepatuhan terhadap standar QSHE.
   - Pencegahan kecelakaan kerja dan pencemaran lingkungan.
   - Promosi kesehatan fisik dan mental karyawan.
3. Aset-Aset Perusahaan
   - Penggunaan aset (fisik, TI, kekayaan intelektual) secara efisien dan sesuai aturan.
   - Larangan pencurian atau penyalahgunaan aset.
   - Perlindungan hak kekayaan intelektual.
4. Kualitas Produk & Layanan
   - Menyediakan produk/jasa terbaik untuk kepuasan pelanggan.
   - Komplain pelanggan dianggap sebagai masukan berharga untuk perbaikan.
   - Menyampaikan informasi produk/jasa secara jujur dan transparan.
   - Tidak mencemarkan reputasi pesaing (menghindari praktik negatif seperti *black campaign*).

The Company's Code of Conduct serves as the primary guideline governing corporate governance practices and relationships among management, employees, and external stakeholders. The Code is intended to ensure that all actions and decisions are aligned with the principles of integrity, transparency, and compliance with applicable laws and regulations.

KEY PRINCIPLES OF THE CODE OF CONDUCT

The Company's Code of Conduct outlines the principles and provisions that must be observed by all parties involved in the Company's operations, business activities, and stakeholder relationships, including the following:

1. Ideal Workplace Conditions
   - Respect human rights and privacy.
   - Prohibit discrimination and sexual harassment.
   - Foster a safe, healthy, and comfortable working environment.
   - Promote a collaborative and professional work culture.
2. Quality, Safety, Health, and Environment (QSHE)
   - Comply with QSHE standards and requirements.
   - Prevent workplace accidents and environmental pollution.
   - Promote the physical and mental well-being of employees.
3. Company Assets
   - Use Company assets, including physical assets, information technology resources, and intellectual property, efficiently and in accordance with applicable policies.
   - Prohibit theft, misuse, or unauthorized use of Company assets.
   - Protect intellectual property rights.
4. Product and Service Quality
   - Provide high-quality products and services to ensure customer satisfaction.
   - Treat customer complaints as valuable feedback for continuous improvement.
   - Provide accurate, honest, and transparent information regarding products and services.
   - Refrain from actions that may harm the reputation of competitors, including negative campaigning or other unfair business practices.

- Melakukan audit internal/eksternal untuk memastikan prosedur bisnis sesuai hukum dan regulasi perusahaan.

5. Perdagangan Saham oleh Orang Dalam
   Karyawan dilarang melakukan perdagangan saham berdasarkan informasi internal.
6. Kerahasiaan atas Hak dan Kekayaan Intelektual
   - Tidak mengungkapkan informasi rahasia Perusahaan.
   - Melindungi data pribadi dan dokumen Perusahaan.
7. Hukum Kompetisi
   Menghindari praktik kartel, monopoli, atau pengaturan harga.
8. Pemberian dan Perjamuan bisnis di Luar Jam Kerja
   Larangan menerima/memberi hadiah atau uang yang dapat mempengaruhi keputusan bisnis.
9. Konflik Kepentingan
   Karyawan harus menghindari kepentingan pribadi yang bertentangan dengan Perusahaan.
10. Aktivitas Pengadaan
    - Seleksi vendor melalui proses transparan.
    - Larangan interaksi langsung antara pengguna dan vendor.
    - Penandatanganan pakta integritas oleh vendor.
11. Hubungan dengan Masyarakat
    - Kontribusi sosial dan kepatuhan terhadap hukum lingkungan.
    - Larangan donasi atau pemberian kepada partai politik/ pemerintah untuk kepentingan bisnis.

SOSIALISASI DAN UPAYA PENEGAKAN PEDOMAN PERILAKU

Perseroan telah melaksanakan sosialisasi Pedoman Perilaku kepada seluruh anggota Dewan Komisaris, Direksi, dan karyawan melalui berbagai saluran komunikasi internal. Sosialisasi tersebut mencakup program orientasi untuk karyawan baru, penyampaian informasi melalui video, serta distribusi informasi melalui email blasting dan media komunikasi internal lainnya yang relevan.

Selain itu, Perseroan juga melakukan penegakan Pedoman Perilaku dengan menyediakan saluran whistleblowing system. Berdasarkan upaya tersebut, tidak terdapat pelanggaran terhadap Pedoman Perilaku yang dilakukan oleh karyawan maupun manajemen Perseroan selama tahun buku 2025.

- Conduct internal and external audits to ensure that business processes comply with applicable laws, regulations, and Company policies.

5. Insider Trading
   Employees are prohibited from trading securities based on non-public or confidential Company information.
6. Confidentiality and Intellectual Property Rights
   - Maintain the confidentiality of Company information.
   - Protect personal data and Company documents from unauthorized disclosure or misuse.
7. Competition Law
   Avoid cartel practices, monopolistic conduct, price-fixing arrangements, or other anti-competitive activities.
8. Business Gifts and Entertainment Outside Working Hours
   Prohibit the giving or receiving of gifts, hospitality, money, or other benefits that may influence business decisions.
9. Conflict of Interest
   Employees must avoid personal interests that may conflict with the interests of the Company.
10. Procurement Activities
    - Conduct vendor selection through a transparent process.
    - Restrict direct interactions between end users and vendors where required by procurement procedures.
    - Require vendors to sign an integrity pact.
11. Community Relations
    - Contribute positively to society and comply with environmental laws and regulations.
    - Prohibit donations or contributions to political parties or government officials for business-related purposes.

SOCIALIZATION AND ENFORCEMENT OF THE CODE OF CONDUCT

The Company has disseminated the Code of Conduct to all members of the Board of Commissioners, the Board of Directors, and employees through various internal communication channels. Such dissemination includes orientation programs for new employees, informational videos, email communications, and other relevant internal communication media.

In addition, the Company enforces the Code of Conduct through the implementation of a whistleblowing system. Based on these efforts, there were no violations of the Code of Conduct by employees or management during the 2025 financial year.

PEMBERLAKUAN PEDOMAN PERILAKU

Pedoman Perilaku Perseroan berlaku bagi seluruh individu yang terlibat dalam operasional Perusahaan, termasuk anggota Dewan Komisaris, Direksi, dan seluruh karyawan.

IMPLEMENTATION OF THE CODE OF CONDUCT

The Company's Code of Conduct applies to all individuals involved in the Company's operations, including members of the Board of Commissioners, the Board of Directors, and all employees.

Kebijakan Antikorupsi
Anti-Corruption Policy

PROGRAM DAN PROSEDUR ANTIKORUPSI

Perseroan memiliki peraturan antikorupsi yang dibuat untuk memastikan kepatuhan terhadap Standar Perilaku Perusahaan Hitachi Construction Machinery Co., Ltd. (HCM) Jepang dan Kode Etik Grup HCM Jepang, yang mengarahkan bahwa setiap karyawan grup HCM Jepang harus bertindak sesuai aturan hukum dan kejujuran perusahaan yang etis melalui menjalankan bisnis secara sah dan sesuai dengan Undang-undang Antisuap dalam dan luar negeri.

Istilah "korupsi" dalam Peraturan ini meliputi setiap tindakan memberi, atau menawarkan atau menjanjikan untuk memberi, atau mengizinkan pemberian, uang atau sesuatu yang berharga, secara langsung atau tidak langsung, untuk memperoleh keuntungan atau keuntungan yang tidak adil dalam bisnis, untuk tujuan:

a. Mempengaruhi tindakan atau keputusan resmi siapapun;
b. Mendorong suatu tindakan atau kelalaian yang melanggar kewajiban sah seseorang, atau
c. Membujuk siapapun untuk menggunakan pengaruhnya untuk mempengaruhi tindakan atau keputusan resmi pejabat publik.

LANGKAH-LANGKAH MENCEGAH PRAKTIK KORUPSI

a. Kontrak dengan Mitra Bisnis

   Sebelum membuat kontrak dengan Mitra Bisnis, persetujuan harus diperoleh dari manajer yang berwenang setelah meninjau integritas Mitra Bisnis, riwayat bisnis, dan hubungan dengan Pejabat Publik (yaitu proses uji tuntas), dan legalitas serta kesesuaian ketentuan kontrak dengan Pedoman yang berlaku;

ANTI-CORRUPTION PROGRAMS AND PROCEDURES

The Company has established an Anti-Corruption Policy to ensure compliance with the Standards of Conduct of Hitachi Construction Machinery Co., Ltd. (HCM) Japan and the HCM Group Code of Ethics. These standards require all HCM Group employees to act in accordance with applicable laws and ethical business principles by conducting business lawfully and in compliance with both domestic and international anti-bribery laws.

Under this Policy, the term "corruption" includes any act of giving, offering, promising to give, or authorizing the giving of money or anything of value, directly or indirectly, to obtain an improper business advantage or benefit for the purpose of:

a. Influencing the actions or official decisions of any person;
b. Inducing a person to act or refrain from acting in violation of their lawful duties; or
c. Influencing a person to use their position or influence to affect the actions or decisions of a public official.

MEASURES TO PREVENT CORRUPTION PRACTICES

a. Contracts with Business Partners

   Before entering into a contract with a business partner, approval must be obtained from the authorized manager following a review of the business partner's integrity, business history, and relationship with public officials (due diligence process), as well as an assessment of the legality and compliance of the contract terms with applicable guidelines.

b. Pembayaran kepada Mitra Usaha
Sebelum pembayaran komisi atau biaya kompensasi kepada mitra usaha, persetujuan harus diperoleh dari manajer yang berwenang setelah mengevaluasi kesesuaian rincian pembayaran dengan Pedoman yang berlaku;

c. Hiburan dan Hadiah
Menawarkan hiburan dan hadiah kepada pihak luar, baik pejabat publik atau bukan, atau sebaliknya karyawan menerima pemberian dari pihak luar harus mematuhi ketentuan UndangUndang Antipenyuapan dan pedoman yang berlaku;

d. Kontribusi Amal atau Politik
Memberikan sumbangan amal atau politik harus mematuhi Undang-Undang Antipenyuapan dan pedoman yang berlaku;

e. Mempekerjakan Mantan Pejabat Publik atau Pejabat Publik yang Masih Aktif
Mempekerjakan atau mendiskusikan kemungkinan pekerjaan atau hubungan konsultasi dengan mantan pejabat publik atau pejabat publik yang masih aktif atau anggota keluarga mereka harus mematuhi Undang-Undang Antipenyuapan dan pedoman yang berlaku;

f. Uang Pelicin
Uang pelicin dilarang berdasarkan peraturan ini dengan pengecualian pada kasus berikut:
1. Karyawan dihadapkan pada bahaya yang mengancam jiwa mereka; atau
2. Pejabat publik dapat memberikan tanda terima resmi atau konfirmasi tertulis tentang legalitasnya.

Karyawan yang memberikan uang pelicin harus melapor ke Departemen Legal segera mungkin. Semua uang pelicin harus didokumentasikan secara akurat dalam catatan keuangan dan akuntansi.

PELATIHAN DAN SOSIALISASI ANTI KORUPSI

Untuk memastikan kepatuhan karyawan terhadap Undang-Undang Antipenyuapan, Departemen Legal bekerja sama dengan Divisi HC menyelenggarakan program pendidikan dan pelatihan terkait kebijakan antikorupsi secara berkesinambungan.

b. Payments to Business Partners
Before any commission or compensation payment is made to a business partner, approval must be obtained from the authorized manager after evaluating whether the payment details comply with applicable guidelines.

c. Entertainment and Gifts
The offering of entertainment and gifts to external parties, whether public officials or non-public officials, as well as the acceptance of gifts or benefits by employees from external parties, must comply with applicable anti-bribery laws and internal guidelines.

d. Charitable and Political Contributions
Any charitable or political contribution must be made in compliance with applicable anti-bribery laws and internal guidelines.

e. Employment of Former or Current Public Officials

The employment of, or discussions regarding employment or consultancy arrangements with, former public officials, current public officials, or their family members must comply with applicable anti-bribery laws and internal guidelines.

f. Facilitation Payments
Facilitation payments are prohibited under this Policy, except in the following circumstances:
1. The employee faces an immediate threat to life or personal safety; or
2. The public official provides an official receipt or written confirmation demonstrating the legality of the payment.

Employees who make a facilitation payment under the permitted exceptions must report the matter to the Legal Department as soon as possible. All facilitation payments must be accurately recorded in the Company's financial and accounting records.

ANTI-CORRUPTION TRAINING AND AWARENESS PROGRAMS

To ensure employee compliance with anti-bribery laws, the Legal Department, in collaboration with the Human Capital (HC) Division, continuously conducts education and training programs related to the Company's anti-corruption policies.

Sistem Pelaporan Pelanggaran [2-26]
Whistleblowing System



Whistleblowing System adalah sistem yang dikelola secara rahasia dan independen untuk menerima dan menangani pengaduan atas dugaan pelanggaran terhadap peraturan Perusahaan oleh pekerja, guna mendorong partisipasi aktif dalam menciptakan lingkungan kerja yang patuh dan berintegritas.

The Whistleblowing System is a confidential and independent mechanism established to receive and address reports of alleged violations of Company regulations by employees. It is intended to encourage active participation in fostering a compliant and ethical work environment.

DASAR HUKUM

Dasar hukum mengenai penerapan sistem pelaporan pelanggaran Perseroan mengacu pada ketentuan internal berikut:

1. SK Direksi No. 072/SK-DIR/2016 tentang Pedoman Pelaporan *Whistleblowing System;*
2. Pedoman Perilaku Perseroan;
3. Perjanjian Kerja Bersama (PKB) Perseroan; dan
4. Peraturan terkait *Internal Control* Perseroan.

LEGAL BASIS

The implementation of the Company's Whistleblowing System is based on the following internal regulations:

1. Board of Directors Decree No. 072/SK-DIR/2016 concerning the Whistleblowing System Guidelines;
2. The Company's Code of Conduct;
3. The Company's Collective Labor Agreement (CLA); and
4. The Company's Internal Control policies.

PENERAPAN SISTEM PELAPORAN PELANGGARAN

Penerapan Sistem Pelaporan Pelanggaran bertujuan untuk memfasilitasi pelaporan pelanggaran yang terjadi di Perusahaan. Jenis pelanggaran yang dapat dilaporkan melalui *Whistleblowing System* antara lain mencakup, namun tidak terbatas pada:

IMPLEMENTATION OF THE WHISTLEBLOWING SYSTEM

The Whistleblowing System is designed to facilitate the reporting of violations occurring within the Company. Types of violations that may be reported through the Whistleblowing System include, but are not limited to:

1. Korupsi, kolusi dan nepotisme (KKN);
2. Suap;
3. Gratifikasi (pemberian pihak ketiga kepada pekerja);
4. Pencurian;
5. Penggelapan dan penipuan;
6. Pemalsuan dokumen;
7. Melanggar hukum dan peraturan Perusahaan;
8. Benturan Kepentingan;
9. Pelecehan;
10. Pemerasan;
11. Perbuatan Curang; dan
12. Permintaan hadiah atau Fasilitas Khusus.

PROSEDUR PENYAMPAIAN LAPORAN PELANGGARAN

Laporan pelanggaran harus disampaikan secara lengkap dan jelas agar dapat ditindaklanjuti dengan baik. Informasi minimum yang perlu disampaikan oleh pelapor mencakup hal-hal berikut:

1. Data diri pelapor
   Sekurang-kurangnya memuat: nama, cabang/*project*/ departemen/instansi atau perusahaan, jabatan, nomor yang bisa dihubungi, email.
2. Masalah yang diadukan
   a. Pokok pengaduan/pengungkapan dan jumlah kerugian (Apabila bisa ditentukan).
   b. Setiap pengaduan hanya ditujukan pada satu masalah/ kasus.
3. Pihak yang terlibat
   Dalam pengaduan wajib menjelaskan siapa yang seharusnya bertanggung jawab atas kejadian tersebut termasuk saksi dan siapa/pihak mana yang diuntungkan/ dirugikan.
4. Lokasi Kejadian
   Lokasi dimana kejadian tersebut terjadi, dengan spesifik menyebutkan nama tempat atau departemen/cabang/ project yang terkait.
5. Waktu Kejadian
   Periode kejadian dari masalah tersebut baik berupa tanggal, bulan dan tahun tertentu saat masalah tersebut terjadi.
6. Bagaimana terjadinya dan sebutkan buktinya.
7. Apakah kasus ini pernah dilaporkan kepada pihak lain.
8. Apakah kasus ini pernah terjadi sebelumnya.

1. Corruption, collusion, and nepotism;
2. Bribery;
3. Gratification (gifts or benefits provided by third parties to employees);
4. Theft;
5. Embezzlement and fraud;
6. Document forgery;
7. Violations of laws and Company regulations;
8. Conflicts of interest;
9. Harassment;
10. Extortion;
11. Fraudulent acts; and
12. Requests for gifts or special favors.

PROCEDURES FOR SUBMITTING A REPORT

Reports must be submitted clearly and comprehensively to enable proper follow-up. At a minimum, the following information should be provided:

1. Reporter Information
   At a minimum, the report should include the reporter's name, branch/project/department/institution or company, position, contact number, and email address.
2. Description of the Reported Issue
   a. A clear description of the reported allegation and the estimated amount of loss, if applicable.
   b. Each report should relate to only one issue or case.
3. Parties Involved
   The report must identify the individuals responsible for the incident, any witnesses, and the parties who benefited from or were adversely affected by the incident.
4. Location of the Incident
   The report should specify where the incident occurred, including the relevant location, department, branch, or project.
5. Time of the Incident
   The report should indicate when the incident occurred, including the relevant date, month, and year, if known.
6. How the incident occurred and any supporting evidence.
7. Whether the case has previously been reported to another party.
8. Whether a similar incident has occurred previously.

SALURAN DAN MEKANISME PELAPORAN

Laporan atas dugaan pelanggaran dapat disampaikan melalui saluransaluran berikut dengan tetap menjamin kerahasiaan pelapor:

1. Metode pelaporan dapat menggunakan:
   a. Pertemuan langsung.
   b. Hotline: 021-4611688 ext 397
   c. Email: hapwb@hexindo-tbk.co.id
   d. Intranet/Website Perusahaan.
2. Setiap Laporan yang diberikan akan dilaporkan dan diproses lebih lanjut melalui koordinasi dengan Departemen Internal Audit; dan
3. Apabila pihak yang dilaporkan terbukti melakukan pelanggaran terhadap peraturan perusahaan, maka akan ditindak lanjuti sesuai ketentuan Perusahaan yang berlaku.

PERLINDUNGAN BAGI PELAPOR

Perusahaan berkomitmen untuk memberikan perlindungan yang maksimal kepada pelapor sebagai bagian dari upaya menciptakan lingkungan kerja yang adil dan transparan, antara lain:

1. Perlindungan kerahasiaan identitas *whistleblower*;
2. Perlindungan dari tindakan balasan dari pihak yang dilaporkan/ terlapor yang berhubungan dengan aktivitas pekerjaan (Perlindungan dari tekanan, penundaan promosi, pemecatan); dan
3. Apabila Pelapor terlibat atas pelanggaran, namun tetap beritikad baik untuk mengungkapkan penyimpangan, maka Pelapor tersebut akan dipertimbangkan untuk mendapatkan pengurangan sanksi administratif Perusahaan, dalam hal ini pengurangan sanksi administratif tersebut akan menjadi wewenang BOD sepenuhnya.

PENGELOLA WBS DAN MEKANISME PENANGANAN PENGADUAN

Proses penanganan pengaduan dalam sistem *whistleblowing* perusahaan dimulai dengan penyampaian laporan indikasi pelanggaran oleh pelapor. Laporan yang diterima kemudian akan diperiksa oleh Audit Internal untuk memastikan apakah pelanggaran yang dilaporkan sesuai dengan ketentuan dan peraturan yang berlaku di perusahaan.

Apabila laporan tersebut dinyatakan valid, Audit Internal akan menyerahkan hasil pemeriksaan kepada Komite Kepatuhan dan Manajemen Risiko untuk ditindaklanjuti lebih lanjut. Komite Kepatuhan dan Manajemen Risiko memiliki tugas untuk memberikan rekomendasi yang akan menjadi dasar bagi pengambilan keputusan oleh Direksi.

REPORTING CHANNELS AND MECHANISM

Reports of alleged violations may be submitted through the following channels while ensuring the confidentiality of the reporter:

1. Reporting Methods
   a. Direct meeting;
   b. Hotline: 021-4611688 ext. 397;
   c. Email: hapwb@hexindo-tbk.co.id;
   d. Company Intranet/Website.
2. All reports received will be reviewed and processed further in coordination with the Internal Audit Department.
3. If the reported party is found to have violated Company regulations, appropriate actions will be taken in accordance with the applicable Company policies and procedures.

PROTECTION FOR WHISTLEBLOWERS

The Company is committed to providing maximum protection to whistleblowers as part of its efforts to maintain a fair and transparent work environment, including:

1. Protection of the whistleblower's identity and confidentiality;
2. Protection against retaliation by the reported party in relation to employment activities, including protection from intimidation, delayed promotion, or termination; and
3. If a whistleblower is involved in the reported violation but acts in good faith to disclose the misconduct, the whistleblower may be considered for a reduction of administrative sanctions. Any decision regarding such reduction shall be at the sole discretion of the Board of Directors.

WBS ADMINISTRATION AND COMPLAINT HANDLING MECHANISM

The complaint-handling process under the Company's Whistleblowing System begins with the submission of a report of an alleged violation by the whistleblower. Reports received are reviewed by Internal Audit to determine whether the reported violation is valid and in accordance with applicable Company regulations and policies.

If the report is deemed valid, Internal Audit submits the findings to the Compliance and Risk Management Committee for further review. The Committee is responsible for providing recommendations that serve as the basis for decision-making by the Board of Directors.

Setelah mempertimbangkan rekomendasi yang diberikan oleh Komite, Direksi akan mengambil keputusan yang tepat terkait sanksi yang sesuai dengan jenis pelanggaran yang ditemukan. Keputusan Direksi mengenai sanksi tersebut kemudian disampaikan kepada terlapor untuk dilakukan tindak lanjut sesuai prosedur yang berlaku.

After considering the Committee's recommendations, the Board of Directors determines the appropriate sanctions based on the nature of the violation identified. The Board's decision is then communicated to the reported party for follow-up in accordance with the applicable procedures.

TINDAK LANJUT LAPORAN PELANGGARAN PADA TAHUN BUKU 2025

Sepanjang tahun buku 2025, Perseroan menerima sebanyak 10 (sepuluh) laporan pelanggaran melalui saluran *Whistleblowing System*. Seluruh laporan telah selesai ditindaklanjuti sesuai dengan kebijakan dan prosedur penanganan pengaduan yang berlaku di lingkungan Perseroan.

FOLLOW-UP ON WHISTLEBLOWING REPORTS IN THE 2025 FINANCIAL YEAR

During the 2025 financial year, the Company received ten (10) reports through the Whistleblowing System. All reports were fully addressed and resolved in accordance with the Company's complaint-handling policies and procedures.

Rekap Sistem Pelaporan Pelanggaran Tahun Fiskal 2025
Fiscal Year 2025 Violation Reporting System Recap

No	Kategori Laporan Reports Category	Tanggal Laporan Report Date	Status Penyelesaian Completion Status
1	Korupsi, kolusi dan nepotisme (KKN) Corruption, Collusion, and Nepotism	2 Juli 2025 July 2, 2025	Ditindaklanjuti - selesai Followed Up - Completed
2	Melanggar Peraturan Perundang-Undangan atau Peraturan Perusahaan Violation of Laws and Regulations or Company Policies	14 Juli 2025 July 14, 2025	Ditindaklanjuti - selesai Followed Up - Completed
3	Melanggar Peraturan Perundang-Undangan atau Peraturan Perusahaan Violation of Laws and Regulations or Company Policies	4 September 2025 September 4, 2025	Ditindaklanjuti - selesai Followed Up - Completed
4	Melanggar Peraturan Perundang-Undangan atau Peraturan Perusahaan Violation of Laws and Regulations or Company Policies	22 September 2025 September 22, 2025	Ditindaklanjuti - selesai Followed Up - Completed
5	Melanggar Peraturan Perundang-Undangan atau Peraturan Perusahaan Violation of Laws and Regulations or Company Policies	17 Oktober 2025 October 17, 2025	Ditindaklanjuti - selesai Followed Up - Completed
6	Peyalahgunaan kekuasaan Abuse of Authority	3 Oktober 2025 October 3, 2025	Ditindaklanjuti - selesai Followed Up - Completed
7	Melanggar Peraturan Perundang-Undangan atau Peraturan Perusahaan Violation of Laws and Regulations or Company Policies	10 November 2025 November 10, 2025	Ditindaklanjuti - selesai Followed Up - Completed
8	Melanggar Peraturan Perundang-Undangan atau Peraturan Perusahaan Violation of Laws and Regulations or Company Policies	28 November 2025 November 28, 2025	Ditindaklanjuti - selesai Followed Up - Completed
9	Pelecehan Harassment	22 Januari 2026 January 22, 2026	Ditindaklanjuti - selesai Followed Up - Completed
10	Perbuatan Curang Fraudulent Acts	10 Februari 2026 February 10, 2026	Ditindaklanjuti - selesai Followed Up - Completed

Sistem Pengendalian Internal
Internal Control System

Sistem Pengendalian Internal Perseroan mencakup seluruh kebijakan, prosedur, dan aktivitas pengawasan yang diterapkan secara terintegrasi pada setiap fungsi operasional. Tujuannya adalah untuk memastikan efektivitas dan efisiensi operasional, keandalan pelaporan keuangan, serta kepatuhan terhadap peraturan dan perundang-undangan yang berlaku.

PENGENDALIAN KEUANGAN DAN OPERASIONAL, SERTA KEPATUHAN TERHADAP REGULASI

Sistem pengendalian internal Perseroan mengacu pada *Internal Control - Integrated Framework* yang dikembangkan oleh *Committee of Sponsoring Organizations of the Treadway Commission* (COSO). Kerangka kerja ini menetapkan 3 (tiga) tujuan utama pengendalian internal, yaitu:

1. Efektivitas dan efisiensi operasional;
2. Keandalan pelaporan keuangan; dan
3. Kepatuhan terhadap peraturan serta ketentuan yang berlaku.

Untuk mencapai tujuan tersebut, framework COSO mengidentifikasi 5 (lima) komponen utama pengendalian internal, yaitu:

1. Lingkungan Pengendalian;
2. Penilaian Risiko;
3. Aktivitas Pengendalian;
4. Informasi dan Komunikasi; dan
5. Pemantauan.

Dalam penerapannya, Perseroan mengikuti kebijakan dari *Hitachi Construction Machinery* (HCM) Jepang sebagai entitas induk, yang mewajibkan setiap entitas anak untuk menerapkan sistem pengendalian internal berbasis J-SOX (*Japanese Sarbanes-Oxley*).

J-SOX merupakan sistem pengendalian internal berbasis risiko yang mencakup proses pada level entitas, level bisnis, pelaporan keuangan, dan teknologi informasi (TI). Sistem ini dirancang untuk mendukung terciptanya proses manajemen yang efektif dan efisien.

The Company's Internal Control System encompasses all policies, procedures, and monitoring activities that are implemented in an integrated manner across all operational functions. Its purpose is to ensure operational effectiveness and efficiency, the reliability of financial reporting, and compliance with applicable laws and regulations.

FINANCIAL AND OPERATIONAL CONTROLS, AND COMPLIANCE WITH REGULATIONS

The Company's Internal Control System is based on the *Internal Control – Integrated Framework* developed by the Committee of Sponsoring Organizations of the Treadway Commission (COSO). This framework establishes three (3) primary objectives of internal control:

1. Effectiveness and efficiency of operations;
2. Reliability of financial reporting; and
3. Compliance with applicable laws, regulations, and requirements.

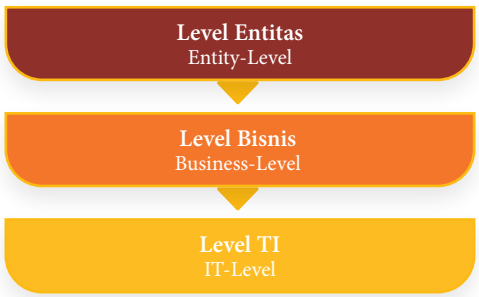
To achieve these objectives, the COSO framework identifies five (5) key components of internal control:

1. Control Environment;
2. Risk Assessment;
3. Control Activities;
4. Information and Communication; and
5. Monitoring Activities.

In implementing its Internal Control System, the Company follows the policies established by Hitachi Construction Machinery (HCM) Japan as the parent company. These policies require each subsidiary to implement a J-SOX (Japanese Sarbanes-Oxley) based internal control system.

J-SOX is a risk-based internal control framework that covers entity-level controls, business process controls, financial reporting controls, and information technology (IT) controls. The system is designed to support effective and efficient management processes throughout the organization.

Struktur Pengendalian Internal Berbasis J-SOX
Internal Control Structure Based on J-SOX



Tujuan utama penerapan pengendalian internal berbasis J-SOX adalah untuk memitigasi potensi kerugian akibat risiko operasional melalui identifikasi potensi risiko dan penerapan pengendalian atas setiap aktivitas transaksi. Sebagai entitas anak yang diklasifikasikan ke dalam Kategori 1 dalam Grup Hitachi, Perseroan wajib menerapkan pengendalian internal yang mencakup:

1. Pengendalian Proses Level Entitas
   Pengendalian ini dilaksanakan berdasarkan prinsip-prinsip GCG, dan mencerminkan peningkatan berkelanjutan atas kepatuhan kinerja dari setiap divisi, departemen cabang, maupun proyek. Dalam pelaksanaannya, Perseroan memberikan ruang partisipasi kepada karyawan melalui *whistleblowing system* guna mengoptimalkan pengawasan terhadap risiko, baik dari aspek keuangan maupun nonkeuangan. Komitmen Perseroan terhadap GCG juga tercermin dalam pelaksanaan Pedoman Perilaku yang diterapkan secara konsisten di seluruh jenjang manajemen.
2. Pengendalian Proses Level Bisnis
   Pada tahun buku 2025, pengawasan difokuskan pada proses bisnis utama, yang mencakup aktivitas penjualan, persediaan, piutang, dan pelaporan keuangan. Dalam penyusunan laporan keuangan, Perseroan senantiasa mengacu pada standar akuntansi yang berlaku.
3. Pengendalian Proses Level TI
   a. Pengendalian pada aspek TI mencakup:
   b. Pengelolaan User ID;
   c. Manajemen *Password*;
   d. Penguatan keamanan jaringan dan sistem; serta
   e. Peningkatan infrastruktur TI sesuai dengan standar J-SOX.

Seluruh pengawasan atas pengendalian internal di level TI dilakukan secara langsung oleh *principal* Hitachi Construction Machiner (HCM) Jepang sebagai pengendali utama.

Adapun pelaksanaan pengendalian dan pengawasan internal Perseroan dilakukan secara berjenjang melalui organ-organ tata kelola berikut:

The primary objective of implementing the J-SOX-based internal control system is to mitigate potential losses arising from operational risks through the identification of potential risks and the implementation of controls over all transaction activities. As a subsidiary classified as a Category 1 entity within the Hitachi Group, the Company is required to implement internal controls covering the following areas:

1. Entity-Level Process Controls
   These controls are implemented based on the principles of Good Corporate Governance (GCG) and reflect the Company's commitment to continuously improving compliance and performance across all divisions, branch departments, and project units. In practice, the Company encourages employee participation through its whistleblowing system to enhance oversight of both financial and non-financial risks. The Company's commitment to GCG is also demonstrated through the consistent implementation of its Code of Conduct at all levels of management.
2. Business Process Controls
   During the 2025 financial year, oversight was focused on key business processes, including sales, inventory, accounts receivable, and financial reporting activities. In preparing its financial statements, the Company consistently adheres to applicable accounting standards.
3. Information Technology (IT) Controls
   a. IT controls cover the following areas:
   b. User ID management;
   c. Password management;
   d. Strengthening network and system security; and
   e. Enhancement of IT infrastructure in accordance with J-SOX standards.

Oversight of internal controls at the IT level is conducted directly by the principal Hitachi Construction Machinery (HCM) Japan, as the ultimate controlling party.

The Company's internal control and monitoring activities are implemented through the following governance organs:

- Dewan Komisaris, bertugas mengawasi dan memberikan nasihat atas pengelolaan Perusahaan, pengembangan usaha, serta manajemen risiko, dengan menerapkan prinsip kehatihatian.
- Direksi, bertanggung jawab untuk mengembangkan dan memastikan sistem pengendalian internal Perseroan berjalan efektif dalam melindungi investasi dan aset Perusahaan.
- Audit Internal, mendukung Direksi dalam pelaksanaan audit atas aspek keuangan dan operasional Perusahaan, termasuk menilai efektivitas pengendalian serta memberikan rekomendasi perbaikan.
- Komite Audit, melakukan penilaian terhadap pelaksanaan audit oleh Audit Internal serta memberikan rekomendasi guna penyempurnaan sistem pengendalian internal.

TINJAUAN ATAS EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Pada tahun buku 2025, sistem pengendalian internal Perseroan dinilai telah berjalan secara efektif dalam mendukung keandalan pelaporan keuangan, peningkatan efisiensi operasional, serta kepatuhan terhadap peraturan dan perundang-undangan yang berlaku. Evaluasi atas efektivitas sistem pengendalian internal tersebut dilakukan secara berkala oleh Dewan Komisaris melalui Komite Audit, serta oleh Direksi melalui fungsi Audit Internal, yang mencakup seluruh lini bisnis dan unit operasional.

PERNYATAAN DIREKSI DAN/ATAU DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Direksi dan Dewan Komisaris menyatakan bahwa sistem pengendalian internal Perusahaan untuk tahun buku 2025 telah berjalan secara efektif dan memadai. Pernyataan ini didasarkan pada hasil evaluasi dan review yang dilakukan oleh Komite Audit serta Audit Internal sepanjang tahun berjalan. Sistem pengendalian internal tersebut dinilai telah mampu mendukung pencapaian tujuan Perusahaan melalui:

1. Pengelolaan risiko secara;
2. Penyelenggaraan operasional yang efektif dan efisien;
3. Penyusunan dan penyampaian laporan keuangan yang akurat, andal, dan tepat waktu; serta
4. Kepatuhan terhadap peraturan perundang-undangan yang berlaku.

- Board of Commissioners, responsible for overseeing and providing advice on the management of the Company, business development, and risk management while applying the principle of prudence.
- Board of Directors, responsible for developing and ensuring the effectiveness of the Company's internal control system in safeguarding the Company's investments and assets.
- Internal Audit, responsible for supporting the Board of Directors by conducting audits of the Company's financial and operational activities, assessing the effectiveness of internal controls, and providing recommendations for improvement.
- Audit Committee, responsible for evaluating audit activities performed by Internal Audit and providing recommendations to enhance the effectiveness of the internal control system.

REVIEW OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEM

During the 2025 financial year, the Company's internal control system was considered effective in supporting the reliability of financial reporting, improving operational efficiency, and ensuring compliance with applicable laws and regulations. Evaluations of the effectiveness of the internal control system were conducted periodically by the Board of Commissioners through the Audit Committee and by the Board of Directors through the Internal Audit function, covering all business lines and operational units.

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

The Board of Directors and the Board of Commissioners affirm that the Company's internal control system for the 2025 financial year operated effectively and was adequate. This statement is based on the results of evaluations and reviews conducted by the Audit Committee and Internal Audit throughout the year. The internal control system was considered capable of supporting the achievement of the Company's objectives through:

1. Effective risk management;
2. Efficient and effective business operations;
3. The preparation and submission of accurate, reliable, and timely financial reports; and
4. Compliance with applicable laws and regulations.

Manajemen Risiko
Risk Management

Manajemen risiko merupakan bagian integral dari proses bisnis yang bertujuan untuk mengidentifikasi, menilai, dan mengendalikan potensi risiko yang dapat mempengaruhi keberlangsungan usaha. Perseroan mengelola risiko secara strategis dan adaptif sebagai respon terhadap dinamika bisnis yang terus berkembang.

PENERAPAN SISTEM MANAJEMEN RISIKO

Perseroan menerapkan sistem manajemen risiko untuk meminimalkan dampak negatif dan memaksimalkan peluang dari dinamika bisnis. Proses manajemen risiko Perseroan mencakup tahapan identifikasi risiko, pemantauan terhadap dinamika eksternal dan internal, pembaruan kebijakan dan prosedur secara berkala, serta penerapan sistem pengendalian internal yang efektif. Pengelolaan risiko dilakukan melalui tata kelola yang melibatkan Dewan Komisaris, Direksi, Komite Audit, Komite Kepatuhan dan Manajemen Risiko, serta Audit Internal.

Dewan Komisaris dan Direksi bertanggung jawab atas efektivitas sistem melalui pengawasan berkala, didukung oleh Komite Audit serta Komite Kepatuhan dan Manajemen Risiko yang merumuskan kebijakan, memitigasi risiko, dan memastikan kepatuhan terhadap ketentuan internal maupun eksternal, termasuk standar internasional seperti ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, serta J-SOX dan rekomendasi dari HCM Jepang selaku entitas induk. Di sisi lain, Audit Internal bertugas untuk mengevaluasi pengendalian internal, penerapan GCG, dan efektivitas manajemen risiko berbasis pendekatan berbasis risiko, dengan hasil audit yang mendorong perbaikan berkelanjutan.

PROFIL DAN UPAYA MITIGASI RISIKO

Perseroan melakukan evaluasi berkala terhadap lingkungan bisnisnya untuk memantau berbagai potensi risiko yang mungkin timbul. Adapun risiko yang dihadapi Perseroan sepanjang tahun buku 2025, beserta langkah-langkah mitigasi yang telah dilakukan adalah sebagai berikut:

Risk management is an integral part of the Company's business processes, aimed at identifying, assessing, and managing potential risks that may affect business continuity. The Company manages risks strategically and adaptively in response to the continuously evolving business environment.

IMPLEMENTATION OF THE RISK MANAGEMENT SYSTEM

The Company implements a risk management system to minimize potential adverse impacts and maximize opportunities arising from business dynamics. The Company's risk management process includes risk identification, monitoring of external and internal developments, periodic updates to policies and procedures, and the implementation of effective internal control systems. Risk management is carried out through a governance structure involving the Board of Commissioners, Board of Directors, Audit Committee, Compliance and Risk Management Committee, and Internal Audit.

The Board of Commissioners and the Board of Directors are responsible for ensuring the effectiveness of the risk management system through regular oversight. Their efforts are supported by the Audit Committee and the Compliance and Risk Management Committee, which are responsible for formulating policies, mitigating risks, and ensuring compliance with internal and external requirements, including international standards such as ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, as well as J-SOX requirements and recommendations from HCM Japan as the parent company. Meanwhile, the Internal Audit function is responsible for evaluating internal controls, the implementation of GCG, and the effectiveness of risk management using a risk-based approach. The results of these audits support the Company's continuous improvement efforts.

RISK PROFILE AND MITIGATION MEASURES

The Company conducts periodic evaluations of its business environment to monitor potential risks that may arise. The key risks faced by the Company during the 2025 financial year along with the mitigation measures undertaken, are presented as follows:

Jenis Risiko dan Upaya Mitigasinya
Risk Types and Mitigation

Risiko Tingkat Suku Bunga Interest Rate Risk	
Risiko tingkat suku bunga timbul akibat fluktuasi tingkat suku bunga yang dapat mempengaruhi kinerja keuangan Perseroan.	Interest rate risk arises from fluctuations in interest rates that may affect the Company's financial performance.
Mitigasi	**Mitigation**
Perseroan secara selektif memilih bank yang menawarkan suku bunga pinjaman yang kompetitif dan lebih rendah.	The Company selectively chooses banks that offer competitive and lower lending rate

Risiko Kredit Credit Risk	
Risiko kredit terjadi apabila pelanggan tidak mampu memenuhi kewajiban pembayaran, yang dapat menyebabkan kerugian keuangan bagi Perseroan.	Credit risk occurs when customers are unable to fulfill their payment obligations, potentially resulting in financial losses for the Company.
Mitigasi	**Mitigation**
Perseroan menetapkan batasan risiko yang dapat diterima, menyusun kebijakan kredit yang ketat, serta secara berkala memantau eksposur risiko untuk memastikan kepatuhan terhadap kebijakan tersebut.	The Company sets acceptable risk limits, establishes stringent credit policies, and regularly monitors risk exposure to ensure compliance with these policies.

Risiko Likuiditas Liquidity Risk	
Risiko likuiditas muncul ketika arus kas masuk jangka pendek tidak mencukupi untuk memenuhi kewajiban jangka pendek Perseroan.	Liquidity risk arises when short-term cash inflows are insufficient to meet the Company's short-term obligations.
Mitigasi	**Mitigation**
Perseroan menjaga saldo kas dan setara kas pada tingkat yang memadai untuk mendukung kegiatan operasional, serta menjaga ketersediaan fasilitas pinjaman dari perbankan.	The Company maintains adequate cash and cash equivalents to support operational activities and ensures the availability of credit facilities from banking institutions.

Risiko Nilai Tukar Mata Uang Asing Foreign Exchange Risk	
Risiko nilai tukar mata uang asing timbul akibat fluktuasi nilai tukar mata uang asing yang dapat mempengaruhi nilai wajar atau arus kas masa depan dari instrumen keuangan.	Foreign exchange risk arises from fluctuations in foreign currency exchange rates that may impact the fair value or future cash flows of financial instruments.
Mitigasi	**Mitigation**
Perseroan meminimalkan eksposur terhadap risiko ini dengan mempertahankan piutang usaha, utang usaha, liabilitas imbalan kerja jangka pendek, utang pajak, dan utang jangka panjang dalam mata uang Rupiah.	The Company minimizes exposure to this risk by maintaining trade receivables, trade payables, short-term employee benefit liabilities, tax payables, and long-term payables in Indonesian Rupiah.

Dalam rangka menjaga stabilitas kinerja keuangan, Perseroan secara berkala menyelenggarakan sosialisasi mengenai manajemen risiko melalui serangkaian kegiatan komunikasi yang terstruktur.

To maintain the stability of its financial performance, the Company periodically conducts risk management awareness programs through a series of structured communication activities.

TINJAUAN ATAS EFEKTIVITAS SISTEM MANAJEMEN RISIKO

Perseroan secara berkala meninjau efektivitas sistem manajemen risiko guna memastikan fungsinya berjalan optimal dalam mengidentifikasi dan mengelola eksposur risiko yang timbul dari aktivitas operasional. Tanggung jawab atas efektivitas penerapan sistem ini berada pada Direksi dan Dewan Komisaris, yang melaksanakan pengawasan melalui Komite Audit serta Komite Kepatuhan dan Manajemen Risiko.

REVIEW OF THE EFFECTIVENESS OF THE RISK MANAGEMENT SYSTEM

The Company regularly reviews the effectiveness of its risk management system to ensure that it functions optimally in identifying and managing risk exposures arising from operational activities. Responsibility for the effectiveness of this system rests with the Board of Directors and the Board of Commissioners, which exercise oversight through the Audit Committee and the Compliance and Risk Management Committee.

Peninjauan dilakukan terhadap kecukupan sistem dalam merespons dinamika bisnis, perubahan lingkungan usaha, serta perkembangan regulasi, sehingga Perseroan dapat menjaga kesinambungan operasional dan memperkuat ketahanan bisnis. Pada tahun buku 2025, sistem manajemen risiko Perseroan berjalan efektif dalam mendukung kebijakan dan proses bisnis tanpa risiko signifikan yang mengganggu kelangsungan usaha Perseroan.

PERNYATAAN DEWAN KOMISARIS DAN DIREKSI ATAS PENERAPAN SISTEM MANAJEMEN RISIKO

Dalam rangka mengelola risiko secara efektif, Perseroan telah menerapkan sistem manajemen risiko yang terstruktur dan memadai, dengan komponen utama sebagai berikut:

1. Pengawasan aktif dari Dewan Komisaris dan Direksi terhadap pelaksanaan strategi dan aktivitas operasional Perseroan.
2. Evaluasi dan pembaruan berkala terhadap kebijakan, peraturan internal, serta SOP untuk memastikan kesesuaian dengan kondisi terkini.
3. Proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko yang dilakukan secara sistematis terhadap seluruh potensi risiko yang dapat mempengaruhi kinerja Perseroan.
4. Penerapan sistem informasi manajemen yang mendukung pelaksanaan pengendalian internal dan pelaporan risiko secara komprehensif.

Dewan Komisaris dan Direksi menilai bahwa sistem manajemen risiko yang diterapkan pada tahun buku 2025 telah mampu memitigasi risiko secara efektif dan mendukung kelangsungan operasional Perseroan.

The review assesses the adequacy of the system in responding to business developments, changes in the operating environment, and regulatory updates, enabling the Company to maintain operational continuity and strengthen business resilience. During the 2025 financial year, the Company's risk management system operated effectively in supporting business policies and processes, with no significant risks identified that could adversely affect the Company's business continuity.

STATEMENT OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS ON THE IMPLEMENTATION OF THE RISK MANAGEMENT SYSTEM

To ensure effective risk management, the Company has implemented a structured and adequate risk management system, which includes the following key components:

1. Active oversight by the Board of Commissioners and the Board of Directors over the implementation of the Company's strategies and operational activities.
2. Periodic evaluation and updating of policies, internal regulations, and Standard Operating Procedures (SOPs) to ensure alignment with current business conditions.
3. A systematic process for identifying, measuring, monitoring, and controlling risks across all potential risk areas that may affect the Company's performance.
4. The implementation of a management information system that supports internal control activities and comprehensive risk reporting.

The Board of Commissioners and the Board of Directors believe that the risk management system implemented during the 2025 financial year was effective in mitigating risks and supporting the Company's operational sustainability.

Perkara Hukum Sanksi Admistratif [2-27]

Legal Case and Administration Sanctions

Sepanjang tahun buku 2025, Perseroan beserta seluruh anggota Direksi dan Dewan Komisaris tidak terlibat dalam perkara perdata, pidana, maupun tuntutan hukum lainnya, serta tidak menerima sanksi administratif dalam bentuk apapun. Selain itu, tidak terdapat pelanggaran hukum maupun peraturan yang dilakukan oleh Perseroan yang mengakibatkan denda, sanksi nonmoneter, atau kewajiban pembayaran akibat ketidakpatuhan.

Throughout the 2025 financial year, the Company, as well as all members of the Board of Directors and the Board of Commissioners, were not involved in any civil, criminal, or other legal proceedings, and did not receive any form of administrative sanctions. In addition, there were no violations of laws or regulations committed by the Company that resulted in fines, non-monetary sanctions, or payment obligations arising from non-compliance.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Laporan Keberlanjutan

Sustainability Report

Ikhtisar Kinerja Keberlanjutan [B.1, B.2, B.3]

Sustainability Performance Highlights

Aspek Ekonomi, Produk, dan Jasa [2-27, 416-1, 416-2] [B.1.a, B.1.e, F.27]

Economic, Product, and Service Aspects

Keterangan	Satuan Unit	FY2025	FY2024	FY2023	Description
Kuantitas Penjualan Produk					**Product Sales Quantity**
Mid Excavator > 6T incl. mining excavator	Unit	3.164	2.597	2.614	Mid Excavator > 6T incl. mining excavator
Mini Excavator	Unit	243	249	265	Mini Excavator
Articulated Dump Truck (BELL)	Unit	0	3	33	Articulated Dump Truck (BELL)
Wheel Loader	Unit	42	37	33	Wheel Loader
Rigid Dump Truck (HITACHI)	Unit	0	0	22	Rigid Dump Truck (HITACHI)
Lainnya*	Unit	431	447	64	Others
Kualitas serta Keamanan Produk dan Jasa					**Quality and Safety of Products and Services**
Produk yang Telah Dievaluasi Terkait Aspek Keamanan dan Keselamatannya	%	100,0	100,0	100,0	Products Evaluated for Safety and Security Aspects
Jumlah Produk yang Ditarik Kembali	Produk Product	0	0	0	Number of Recalled Products
Pelibatan Pihak Lokal					**Engagement of Local Parties**
Proporsi Karyawan Lokal (WNI)	%	99,3	99,3	99,2	Proportion of Local Employees (Indonesian)
Kepatuhan					**Compliance**
Pelanggaran Terkait Aspek Keamanan dan Keselamatan Produk dan/atau Jasa	Kasus Case	0	0	0	Violations Related to Product and/or Service Safety and Security Aspects

* Terdiri dari *Foton Dump Truck, Dynapac Soil Roller, Morooka Carrier Dump, Waratah Harvester,* dan *BX100 Backhoe Loader*.
* Consists of Foton Dump Truck, Dynapac Soil Roller, Morooka Carrier Dump, Waratah Harvester, and BX100 Backhoe Loader.

Aspek Lingkungan Hidup [302-1, 302-2, 302-3, 302-4, 305-1, 305-2, 305-3, 305-4, 305-5, 306-3] [B.2.a, B.2.b, B.2.c, F.6, F.7, F.8, F.11, F.12, F.13, F.15, F.16]

Environmental Aspects

Keterangan	Satuan Unit	FY2025	FY2024	FY2023	Description
Energi					**Energy**
Penggunaan Energi					**Energy Consumption**
Di dalam Perusahaan	GJ	9.374	9.093	9.407	Within the Company
Di luar Perusahaan	GJ	24.586	27.973	25.557	Outside the Company
Jumlah	GJ	33.960	37.066	34.964	Total
Pengurangan (Kenaikan) Penggunaan Energi					**Reduction (Increase) in Energy Consumption**
Di dalam Perusahaan	GJ	(281)	314	(97)	Within the Company
Di luar Perusahaan	GJ	3.387	(2.416)	-	Outside the Company
Jumlah	GJ	3.106	(2.102)	(97)	Total
Intensitas Penggunaan Energi					**Energy Consumption Intensity**
Di dalam Perusahaan	MJ/USD	0,018	0,017	0,015	Within the Company
Di luar Perusahaan	MJ/USD	0,048	0,054	0,042	Outside the Company
Jumlah	MJ/USD	0,066	0,071	0,057	Total
Emisi					**Emission**
Pelepasan Emisi					**Emission Release**
Cakupan 1	tCO_2e	128	117	113	Scope 1
Cakupan 2	tCO_2e	2.120	2.082	2.196	Scope 2
Cakupan 3	tCO_2e	1.981	2.240	2.051	Scope 3
Cakupan 1 dan 2	tCO_2e	2.248	2.199	2.309	Scope 1 and 2
Cakupan 1, 2, dan 3	tCO_2e	4.229	4.439	4.360	Scope 1, 2, and 3

Keterangan	Satuan Unit	FY2025	FY2024	FY2023	Description
Pengurangan (Kenaikan) Emisi					**Emission Reduction (Increase)**
Cakupan 1	tCO_2e	(11)	(4)	(53)	Scope 1
Cakupan 2	tCO_2e	(38)	114	198	Scope 2
Cakupan 3	tCO_2e	259	(189)	-	Scope 3
Cakupan 1 dan 2	tCO_2e	(49)	110	145	Scope 1 and 2
Cakupan 1, 2, dan 3	tCO_2e	210	(79)	145	Scope 1, 2, and 3
Intensitas Emisi					**Emission Intensity**
Cakupan 1	gCO_2e/USD	0,25	0,22	0,18	Scope 1
Cakupan 1 dan 2	gCO_2e/USD	4,36	4,21	3,77	Scope 1 and 2
Cakupan 1, 2, dan 3	gCO_2e/USD	8,20	8,49	7,12	Scope 1, 2, and 3
Limbah					Waste
Timbulan Limbah					**Waste Generated**
Limbah B3	ton	6,2	7,4	7,3	Hazardous Waste
Limbah Non-B3	ton	101,4	181,5	123,9	Non-Hazardous Waste
Jumlah	ton	107,6	188,9	131,2	Total
Pengurangan (Kenaikan) Timbulan Limbah					**Reduction (Increase) in Waste Generation**
Limbah B3	ton	1,2	(0,1)	(0,6)	Hazardous Waste
Limbah Non-B3	ton	80,1	(57,6)	97,8	Non-Hazardous Waste
Jumlah	ton	81,3	(57,7)	97,2	Total
Tumpahan					**Spillage**
Volume Tumpahan	ton	0	0	0	Spillage Volume
Air					**Water**
Penggunaan Air	m^3	18.957	16.442	18.915	Water Usage
Intensitas Penggunaan Air	ML/USD	0,0368	0,0315	0,0309	Water Usage Intensity
Kepatuhan					**Compliance**
Pengaduan Terkait Aspek Lingkungan Hidup	Laporan Complaint	0	0	0	Complaint Regarding Environmental Aspects

Aspek Sosial dan Tata Kelola [2-7, 2-30, 401-1, 403-9, 403-10, 404-1] [B.3, F.22, F.24]

Social and Governance Aspects

Keterangan	Satuan Unit	FY2025	FY2024	FY2023	Description
Sumber Daya Manusia					**Human Capital**
Jumlah Karyawan	Orang Person	1.979	1.949	1.931	Number of Employees
Proporsi Karyawan Wanita	%	8,0	8,0	7,8	Proportion of Female Employees
Tingkat Perputaran Karyawan	%	3,6	4,4	3,9	Employee Turnover Rate
Proporsi Anggota Serikat Pekerja	%	86,1	85,6	93,0	Proportion of Labor Union Members
Rata-Rata Jam Pelatihan Karyawan	Jam/Karyawan Hour/Employee	21,8	14,2	13,4	Average Employee Training Hours
Kesehatan dan Keselamatan Kerja					**Occupational Health and Safety**
Jumlah Kecelakaan Kerja	Kali Time	13	10	12	Number of Work Accidents
Jumlah Penyakit Akibat Kerja	Kasus Case	0	0	0	Number of Occupational Diseases
Masyarakat					**Community**
Penyaluran Dana CSR	USD	55.090	22.148	27.347	Distribution of CSR Funds
Kepatuhan					**Compliance**
Pelanggaran Hak Asasi Manusia	Kasus Case	0	0	0	Human Rights Violations
Pengaduan Masyarakat	Laporan Complaint	0	0	0	Public Complaints
Insiden Diskriminasi	Kasus Case	0	0	0	Discrimination Incidents

Strategi dan Budaya Keberlanjutan [2-23] [A.1, F.1]

Sustainability Strategy and Culture



STRATEGI KEBERLANJUTAN [2-23] [A.1]

Perjalanan bisnis Hexindo tidak terlepas dari kepercayaan para pemangku kepentingan yang telah berperan penting dalam mendukung keberlanjutan perusahaan. Sebagai wujud apresiasi atas kepercayaan tersebut, kami merancang strategi keberlanjutan yang mengintegrasikan pencapaian target finansial dan operasional dengan perluasan dampak positif terhadap para pemangku kepentingan, termasuk masyarakat dan lingkungan sekitar. Hal ini kami lakukan dengan mengoptimalkan seluruh sumber daya yang kami miliki secara efektif dan bertanggung jawab.

Di tengah dinamika industri yang semakin kompetitif, Hexindo terus memperkuat komitmennya terhadap keberlanjutan. Kami mengelola aspek ekonomi, lingkungan, dan sosial secara holistik melalui inovasi berkelanjutan, penyediaan produk dan layanan berkualitas tinggi, peningkatan efisiensi operasional, pelestarian lingkungan, serta pemberdayaan masyarakat

SUSTAINABILITY STRATEGY

Hexindo's business journey is built upon the trust of its stakeholders, whose support has played a vital role in sustaining the Company's long-term growth. In appreciation of this trust, we have developed a sustainability strategy that integrates the achievement of financial and operational targets with the creation of broader positive impacts for our stakeholders, including local communities and the surrounding environment. This commitment is realized through the effective and responsible optimization of all resources available to the Company.

Amid increasingly competitive industry dynamics, Hexindo continues to strengthen its commitment to sustainability. We manage economic, environmental, and social aspects through a holistic approach by fostering continuous innovation, delivering high-quality products and services, enhancing operational efficiency, preserving the environment, and

sekitar. Strategi keberlanjutan ini merupakan perwujudan dari visi Hexindo untuk menjadi perusahaan kelas dunia di industri alat berat Indonesia, dengan kualitas layanan terbaik demi kepuasan seluruh pemangku kepentingan.

empowering local communities. This sustainability strategy reflects Hexindo's vision of becoming a world-class company in Indonesia's heavy equipment industry, delivering superior service quality to ensure the satisfaction of all stakeholders.



Perseroan secara berkala mengevaluasi strategi keberlanjutan untuk memastikan keselarasan dengan dinamika eksternal yang terus berkembang, serta menetapkan inisiatif strategis yang konsisten dan terintegrasi guna mengelola risiko dan memanfaatkan peluang secara optimal.

The Company periodically reviews its sustainability strategy to ensure alignment with the continuously evolving external landscape, while establishing consistent and integrated strategic initiatives to effectively manage risks and capitalize on opportunities.



Dwi Swasono

Presiden Direktur
President Director

Pesan Keberlanjutan [D.1]

Message on Sustainability

Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Melalui Laporan Keberlanjutan ini, kami menyampaikan perkembangan kinerja keberlanjutan Perseroan selama tahun pelaporan, termasuk berbagai kebijakan, program, dan strategi yang diterapkan untuk menciptakan nilai jangka panjang serta memperkuat penerapan prinsip keberlanjutan dalam kegiatan usaha dan operasional Perseroan.

KEBIJAKAN UNTUK MERESPON TANTANGAN DALAM PEMENUHAN STRATEGI KEBERLANJUTAN [2-22, 2-23] [D.1.A]

Dalam menjalankan komitmennya terhadap keberlanjutan, Perseroan senantiasa menyesuaikan arah kebijakan dan strategi bisnis dengan perkembangan lingkungan usaha yang terus berubah. Pendekatan yang fleksibel dan berorientasi jangka panjang diterapkan untuk memastikan keseimbangan antara pertumbuhan usaha, pengelolaan dampak lingkungan, serta penciptaan manfaat bagi seluruh pemangku kepentingan. Dengan demikian, Perseroan dapat menjaga ketahanan bisnis sekaligus mendukung pencapaian tujuan keberlanjutan secara berkesinambungan.

Nilai Keberlanjutan Perusahaan

Perseroan meyakini bahwa keberhasilan bisnis yang berkelanjutan hanya dapat dicapai melalui keseimbangan antara pertumbuhan ekonomi, tanggung jawab terhadap lingkungan, dan kontribusi sosial. Oleh karena itu, prinsip keberlanjutan diintegrasikan ke dalam seluruh aktivitas usaha sebagai landasan dalam menciptakan nilai jangka panjang bagi para pemangku kepentingan.

Dalam aspek ekonomi, Perseroan berupaya mendorong pertumbuhan yang inklusif melalui dukungan terhadap berbagai proyek strategis nasional serta pengembangan inovasi yang menjawab kebutuhan industri yang terus berkembang. Komitmen tersebut diwujudkan melalui penyediaan solusi dan teknologi yang lebih efisien, termasuk pengembangan alat berat berbasis listrik serta digitalisasi layanan guna meningkatkan produktivitas dan kualitas layanan kepada pelanggan.

Dear Esteemed Shareholders and Stakeholders,

Through this Sustainability Report, we present the Company's sustainability performance throughout the reporting year, including the policies, programs, and strategies implemented to create long-term value while strengthening the integration of sustainability principles into the Company's business activities and operations.

POLICIES TO ADDRESS CHALLENGES IN IMPLEMENTING THE SUSTAINABILITY STRATEGY

In fulfilling its commitment to sustainability, the Company continuously aligns its policies and business strategies with the evolving business environment. A flexible and long-term approach is adopted to maintain a balance between business growth, environmental impact management, and value creation for all stakeholders. Through this approach, the Company strengthens its business resilience while supporting the achievement of its sustainability objectives on an ongoing basis.

Corporate Sustainability Values

The Company believes that sustainable business success can only be achieved by maintaining a balance between economic growth, environmental responsibility, and social contribution. Accordingly, sustainability principles are integrated into all business activities as the foundation for creating long-term value for stakeholders.

From an economic perspective, the Company strives to foster inclusive growth by supporting various National Strategic Projects while developing innovations that address the evolving needs of the industry. This commitment is reflected in the provision of more efficient solutions and technologies, including the development of electric-powered heavy equipment and the digitalization of services to enhance productivity and improve customer service quality.

Pada aspek lingkungan, Perseroan menerapkan berbagai inisiatif untuk meminimalkan dampak operasional terhadap lingkungan. Upaya tersebut mencakup peningkatan efisiensi energi, pengelolaan limbah berdasarkan prinsip *Reduce, Reuse, Recycle* (3R), pengurangan emisi gas rumah kaca, serta perlindungan keanekaragaman hayati. Perseroan juga mengimplementasikan penggunaan panel surya sebagai sumber energi terbarukan, program *remanufacturing* komponen untuk memperpanjang siklus penggunaan produk, pengelolaan sumur resapan, serta kegiatan daur ulang limbah sebagai bagian dari komitmen terhadap pelestarian lingkungan.

From an environmental perspective, the Company implements various initiatives to minimize the environmental impacts of its operations. These initiatives include improving energy efficiency, managing waste based on the Reduce, Reuse, Recycle (3R) principles, reducing greenhouse gas emissions, and conserving biodiversity. The Company also utilizes solar panels as a renewable energy source, implements component remanufacturing programs to extend product life cycles, develops infiltration wells, and carries out waste recycling activities as part of its commitment to environmental preservation.

Dari sisi sosial, Perseroan menjunjung tinggi penerapan tata kelola perusahaan yang baik dengan mengedepankan prinsip transparansi, akuntabilitas, integritas, dan praktik antikorupsi. Selain itu, Perseroan secara konsisten mendukung penerapan kesehatan dan keselamatan kerja, pengembangan kompetensi sumber daya manusia, kesetaraan gender, serta pemberdayaan masyarakat melalui berbagai program tanggung jawab sosial yang berkelanjutan.

From a social perspective, the Company upholds Good Corporate Governance by promoting the principles of transparency, accountability, integrity, and anti-corruption practices. In addition, the Company consistently supports occupational health and safety, human capital development, gender equality, and community empowerment through various sustainable corporate social responsibility programs.

Komitmen keberlanjutan Perseroan juga selaras dengan Tujuan Pembangunan Berkelanjutan (*Sustainable Development Goals* atau SDGs), khususnya pada 7 (tujuh) tujuan yang memiliki keterkaitan erat dengan kegiatan usaha Perseroan. Kontribusi pada SDG 9 (*Industry, Innovation and Infrastructure*) diwujudkan melalui pengembangan teknologi inovatif seperti alat berat listrik dan digitalisasi layanan. Pada aspek lingkungan, Perseroan mendukung pencapaian SDG 7 (*Affordable and Clean Energy*) dan SDG 13 (*Climate Action*) melalui pemanfaatan energi terbarukan dan pengurangan emisi, serta SDG 6 (*Clean Water and Sanitation*) dan SDG 12 (*Responsible Consumption and Production*) melalui pengelolaan sumber daya air dan pengolahan limbah yang bertanggung jawab. Sementara itu, pada aspek sosial, Perseroan berkontribusi terhadap SDG 4 (*Quality Education*) melalui penyelenggaraan berbagai pelatihan dan pengembangan kompetensi, serta SDG 8 (*Decent Work and Economic Growth*) melalui penciptaan lingkungan kerja yang aman, sehat, dan produktif.

The Company's sustainability commitment is also aligned with the Sustainable Development Goals (SDGs), particularly the seven goals that are closely related to its business activities. Its contribution to SDG 9 (Industry, Innovation and Infrastructure) is demonstrated through the development of innovative technologies, such as electric-powered heavy equipment and digitalized services. From an environmental perspective, the Company supports the achievement of SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action) through the utilization of renewable energy and greenhouse gas emission reduction, as well as SDG 6 (Clean Water and Sanitation) and SDG 12 (Responsible Consumption and Production) through responsible water resource management and waste treatment. Meanwhile, from a social perspective, the Company contributes to SDG 4 (Quality Education) by providing various training and competency development programs, and to SDG 8 (Decent Work and Economic Growth) by fostering a safe, healthy, and productive working environment.

Strategi keberlanjutan Perseroan dilaksanakan melalui berbagai program yang mengintegrasikan aspek ekonomi, lingkungan, dan sosial. Dalam aspek ekonomi, Perseroan mengembangkan skema sewa alat berat dan program *trade-in* guna meningkatkan aksesibilitas pelanggan terhadap produk dan layanan. Perseroan juga menjalin kerja sama dengan pemerintah maupun lembaga swadaya masyarakat dalam mendukung berbagai program pembangunan berkelanjutan, termasuk proyek *food estate*. Pada aspek lingkungan, Perseroan menerapkan sistem pengelolaan lingkungan yang mengacu

The Company's sustainability strategy is implemented through various programs that integrate economic, environmental, and social aspects. From an economic perspective, the Company has introduced heavy equipment rental schemes and trade-in programs to improve customer access to its products and services. The Company also collaborates with government institutions and non-governmental organizations in supporting sustainable development initiatives, including food estate projects. From an environmental perspective, the Company implements an environmental management

pada standar ISO 14001 serta mengembangkan penggunaan teknologi rendah karbon, termasuk ekskavator listrik, untuk mendukung upaya pengurangan emisi gas rumah kaca. Dari sisi sosial, Perseroan menjalankan program CSR yang berfokus pada empat pilar utama, yaitu pendidikan, kesehatan, lingkungan, serta sosial dan budaya. Selain itu, pengembangan kompetensi karyawan dilakukan secara berkelanjutan melalui platform pembelajaran Hexindo Academy LMS.

Perumusan dan penerapan nilai-nilai keberlanjutan dilakukan melalui mekanisme yang terstruktur dengan melibatkan Direksi dan Dewan Komisaris sebagai bagian dari proses pengambilan keputusan strategis Perseroan. Dalam aspek ekonomi, evaluasi terhadap implementasi keberlanjutan dilakukan secara berkala melalui berbagai forum manajemen, sejalan dengan kebijakan pengelolaan sumber daya manusia yang mengacu pada standar grup. Pada aspek lingkungan, komitmen keberlanjutan tercermin dalam penerapan Kebijakan QSHE serta pelaksanaan audit internal maupun eksternal guna memastikan efektivitas implementasinya. Adapun pada aspek sosial, Perseroan mendorong keterlibatan aktif para pemangku kepentingan, termasuk karyawan, pelanggan, pemerintah, dan lembaga masyarakat, dalam pelaksanaan berbagai program sosial, kesehatan dan keselamatan kerja, serta penyampaian informasi secara transparan melalui publikasi Laporan Tahunan dan Laporan Keberlanjutan.

Respon Perusahaan Terhadap Isu-Isu yang Terkait Keuangan Berkelanjutan

Perseroan memahami bahwa penerapan prinsip keuangan berkelanjutan merupakan faktor penting dalam menjaga ketahanan bisnis dan menciptakan nilai jangka panjang. Seiring meningkatnya perhatian terhadap aspek lingkungan, sosial, dan tata kelola, Perseroan terus memperkuat strategi dan kebijakan yang mendukung pertumbuhan usaha yang bertanggung jawab serta selaras dengan kebutuhan para pemangku kepentingan.

Dalam menjalankan kegiatan usahanya, Perseroan mengidentifikasi sejumlah isu keberlanjutan yang berpotensi memengaruhi kinerja operasional maupun finansial. Pada aspek lingkungan, isu yang menjadi perhatian meliputi emisi gas rumah kaca yang berasal dari penggunaan alat berat berbahan bakar fosil, konsumsi energi dalam kegiatan operasional, pengelolaan limbah B3 dan non-B3 yang dihasilkan dari aktivitas workshop, serta tingginya ketergantungan terhadap sumber energi konvensional. Selain

system based on ISO 14001 and promotes the adoption of low-carbon technologies, including electric excavators, to support greenhouse gas emission reduction efforts. From a social perspective, the Company carries out Corporate Social Responsibility (CSR) programs focusing on four key pillars: education, health, environment, and social and cultural development. In addition, employee competency development is continuously enhanced through the Hexindo Academy Learning Management System (LMS).

The formulation and implementation of the Company's sustainability values are carried out through a structured governance mechanism involving the Board of Directors and the Board of Commissioners as part of the Company's strategic decision-making process. From an economic perspective, sustainability implementation is periodically evaluated through various management forums in line with the Group's human capital management policies. From an environmental perspective, the Company's commitment to sustainability is reflected in the implementation of its QSHE Policy and the conduct of both internal and external audits to ensure its effective implementation. From a social perspective, the Company actively encourages stakeholder engagement—including employees, customers, government institutions, and community organizations—in implementing social initiatives, occupational health and safety programs, and transparent information disclosure through the publication of its Annual Report and Sustainability Report.

The Company's Response to Sustainable Finance-Related Issues

The Company recognizes that the implementation of sustainable finance principles is essential to maintaining business resilience and creating long-term value. As environmental, social, and governance (ESG) considerations continue to gain greater attention, the Company remains committed to strengthening strategies and policies that promote responsible business growth while addressing the expectations of its stakeholders.

In conducting its business activities, the Company has identified a number of sustainability issues that may affect both operational and financial performance. From an environmental perspective, key issues include greenhouse gas emissions generated from the use of fossil fuel-powered heavy equipment, energy consumption in operational activities, the management of hazardous and non-hazardous waste generated from workshop operations, and the high dependence on conventional energy sources. In addition, climate change has

itu, perubahan iklim juga menjadi salah satu faktor eksternal yang berpotensi menimbulkan risiko terhadap kelangsungan operasional dan rantai pasok Perseroan.

been identified as an external factor that may pose risks to the Company's operations and supply chain continuity.

Dari aspek sosial, Perseroan menempatkan kesehatan dan keselamatan kerja sebagai prioritas utama mengingat karakteristik industri yang memiliki tingkat risiko operasional yang tinggi. Perseroan juga memberikan perhatian terhadap pengembangan sumber daya manusia yang berkelanjutan serta peningkatan keberagaman dan kesetaraan kesempatan di lingkungan kerja.

From a social perspective, the Company places occupational health and safety as a top priority, considering the inherently high operational risks associated with the industry. The Company also places significant emphasis on sustainable human capital development, as well as promoting diversity and equal opportunities in the workplace.

Sementara itu, pada aspek tata kelola dan ekonomi, Perseroan menyadari pentingnya pengelolaan risiko yang berkaitan dengan integritas bisnis, stabilitas kinerja keuangan, serta dinamika pasar yang dipengaruhi oleh kondisi sektor komoditas. Oleh karena itu, berbagai langkah mitigasi terus dilakukan guna menjaga keberlangsungan usaha dan meningkatkan kepercayaan para pemangku kepentingan.

Meanwhile, from governance and economic perspectives, the Company recognizes the importance of managing risks related to business integrity, financial performance stability, and market dynamics influenced by conditions in the commodity sector. Accordingly, various mitigation measures continue to be implemented to safeguard business continuity and strengthen stakeholder confidence.

Sebagai bentuk respons terhadap berbagai isu tersebut, Perseroan menjalankan sejumlah inisiatif strategis yang mencakup efisiensi energi melalui penggunaan lampu LED, pemantauan konsumsi bahan bakar secara *real-time*, serta pengembangan penggunaan teknologi yang lebih ramah lingkungan. Perseroan juga secara bertahap meningkatkan pemanfaatan energi terbarukan melalui pemasangan panel surya dan pengembangan solusi alat berat yang mendukung pengurangan emisi.

In response to these sustainability issues, the Company has undertaken various strategic initiatives, including improving energy efficiency through the use of LED lighting, implementing real-time fuel consumption monitoring, and promoting the adoption of more environmentally friendly technologies. The Company is also progressively increasing the utilization of renewable energy through the installation of solar panels and the development of heavy equipment solutions that contribute to greenhouse gas emission reduction.

Dalam pengelolaan limbah, Perseroan menerapkan prinsip *Reduce, Reuse, Recycle* (3R) untuk meminimalkan timbulan limbah sekaligus meningkatkan pemanfaatan kembali material yang masih memiliki nilai guna. Pengelolaan limbah B3 dilakukan bekerja sama dengan pihak berizin dan didukung sistem pelaporan elektronik (*e-Manifest*) guna memastikan kepatuhan dan transparansi dalam proses pengelolaannya.

In waste management, the Company applies the Reduce, Reuse, Recycle (3R) principles to minimize waste generation while maximizing the reuse of materials that retain economic value. Hazardous waste is managed in collaboration with licensed service providers and supported by the electronic reporting system (e-Manifest) to ensure compliance and transparency throughout the waste management process.

Pada aspek sosial, Perseroan mengimplementasikan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) yang mengacu pada standar ISO 45001:2018, didukung oleh berbagai program pelatihan keselamatan kerja dan pengembangan kompetensi teknis karyawan. Upaya tersebut dilakukan untuk menciptakan lingkungan kerja yang aman, sehat, dan produktif bagi seluruh pekerja.

From a social perspective, the Company has implemented an Occupational Health and Safety Management System (OHSMS) based on ISO 45001:2018, supported by various occupational safety training programs and technical competency development initiatives for employees. These efforts are intended to foster a safe, healthy, and productive working environment for all employees.

Untuk memperkuat praktik tata kelola perusahaan yang baik, Perseroan menerapkan Hitachi Group Compliance Policy (HGCP) sebagai pedoman perilaku dan kepatuhan dalam menjalankan kegiatan usaha. Perseroan juga menerapkan

To reinforce Good Corporate Governance practices, the Company has adopted the Hitachi Group Compliance Policy (HGCP) as the primary guideline for ethical conduct and compliance in conducting its business activities. The Company

kebijakan *zero tolerance* terhadap praktik korupsi melalui penyelenggaraan pelatihan antikorupsi, penguatan sistem pengendalian internal, serta penerapan klausul antikorupsi dalam berbagai perjanjian bisnis.

Selain itu, Perseroan terus mendorong inovasi melalui pengembangan layanan *remanufacturing* dan digitalisasi layanan guna meningkatkan efisiensi operasional, transparansi proses bisnis, serta kualitas pelayanan kepada pelanggan. Untuk menjaga daya saing dan ketahanan finansial di tengah dinamika pasar, Perseroan juga menyediakan skema penyewaan alat berat dan program *trade-in* yang memberikan fleksibilitas lebih besar bagi pelanggan dalam memenuhi kebutuhan operasionalnya.

Komitmen Pimpinan dalam Menerapkan Keuangan Berkelanjutan

Kami meyakini bahwa keberlanjutan merupakan fondasi penting dalam menjaga pertumbuhan usaha yang berkesinambungan dan menciptakan nilai jangka panjang bagi seluruh pemangku kepentingan. Oleh karena itu, kami berkomitmen untuk mengintegrasikan aspek ekonomi, lingkungan, sosial, dan tata kelola ke dalam strategi bisnis serta proses pengambilan keputusan di seluruh tingkat organisasi.

Dalam menghadapi dinamika industri alat berat dan tantangan operasional yang terus berkembang, kami secara konsisten mendorong penerapan praktik bisnis yang lebih efisien dan bertanggung jawab. Upaya tersebut diwujudkan melalui peningkatan efisiensi energi, pengurangan emisi gas rumah kaca, pemanfaatan teknologi ramah lingkungan seperti ekskavator listrik, serta penggunaan sistem telematik untuk memantau konsumsi bahan bakar dan kinerja operasional secara lebih efektif.

Kami juga memberikan perhatian besar terhadap aspek sosial melalui penguatan budaya kesehatan dan keselamatan kerja, pengembangan kompetensi karyawan, serta peningkatan kualitas sumber daya manusia. Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) yang mengacu pada standar ISO 45001:2018 menjadi salah satu wujud komitmen kami dalam menciptakan lingkungan kerja yang aman, sehat, dan produktif bagi seluruh insan Perseroan.

Pada aspek tata kelola, kami menjunjung tinggi integritas, transparansi, dan akuntabilitas dalam setiap kegiatan usaha. Melalui penerapan kebijakan *zero tolerance* terhadap korupsi, penguatan budaya kepatuhan, serta integrasi prinsip-prinsip antikorupsi dalam proses bisnis, kami berupaya memastikan bahwa pertumbuhan Perseroan tidak hanya menghasilkan

also enforces a zero-tolerance policy against corruption through anti-corruption training, the strengthening of internal control systems, and the incorporation of anti-corruption clauses into business agreements.

Furthermore, the Company continues to drive innovation through the development of remanufacturing services and the digitalization of its services to improve operational efficiency, enhance business process transparency, and deliver superior customer service. To maintain competitiveness and financial resilience amid changing market conditions, the Company also offers heavy equipment rental schemes and trade-in programs, providing customers with greater flexibility in meeting their operational requirements.

Management's Commitment to Implementing Sustainable Finance

We believe that sustainability is a fundamental pillar for maintaining sustainable business growth and creating long-term value for all stakeholders. Accordingly, we are committed to integrating economic, environmental, social, and governance considerations into our business strategy and decision-making processes across all levels of the organization.

In response to the evolving dynamics of the heavy equipment industry and increasingly complex operational challenges, we consistently promote more efficient and responsible business practices. These efforts include improving energy efficiency, reducing greenhouse gas emissions, utilizing environmentally friendly technologies such as electric excavators, and implementing telematics systems to monitor fuel consumption and operational performance more effectively.

We also place strong emphasis on social aspects by strengthening our occupational health and safety culture, enhancing employee competencies, and continuously improving the quality of our human capital. The implementation of an Occupational Health and Safety Management System (OHSMS) based on ISO 45001:2018 reflects our commitment to providing a safe, healthy, and productive working environment for all Company personnel.

From a governance perspective, we uphold the principles of integrity, transparency, and accountability in every aspect of our business operations. Through the implementation of a zero-tolerance policy against corruption, the strengthening of our compliance culture, and the integration of anti-corruption principles into our business processes, we strive to ensure

kinerja ekonomi yang berkelanjutan, tetapi juga memberikan manfaat positif bagi lingkungan, masyarakat, dan seluruh pemangku kepentingan.

PENERAPAN KEUANGAN BERKELANJUTAN [D.1.B]

Perseroan menerapkan prinsip-prinsip keuangan berkelanjutan dengan mengintegrasikan aspek ekonomi, lingkungan, sosial, dan tata kelola ke dalam strategi bisnis serta kegiatan operasional. Melalui pendekatan tersebut, Perseroan berupaya menciptakan pertumbuhan usaha yang berkelanjutan, mengelola risiko secara bertanggung jawab, meningkatkan efisiensi operasional, serta memberikan nilai tambah bagi para pemangku kepentingan dengan tetap memperhatikan dampak jangka panjang terhadap lingkungan dan masyarakat.

Pencapaian Kinerja Penerapan Keberlanjutan Dibandingkan dengan Target [D.1.A]

Sepanjang tahun 2025, Perseroan terus memperkuat kinerja keberlanjutan melalui berbagai inisiatif pada aspek ekonomi, lingkungan, sosial, dan tata kelola. Upaya tersebut menghasilkan perkembangan yang positif dibandingkan periode sebelumnya, sebagaimana tercermin dalam indikator kinerja keberlanjutan berikut:

that the Company's growth not only delivers sustainable economic performance but also creates positive value for the environment, society, and all stakeholders.

IMPLEMENTATION OF SUSTAINABLE FINANCE

The Company implements sustainable finance principles by integrating economic, environmental, social, and governance (ESG) considerations into its business strategy and operational activities. Through this approach, the Company seeks to achieve sustainable business growth, manage risks responsibly, enhance operational efficiency, and create added value for its stakeholders while taking into account the long-term impacts of its operations on the environment and society.

Sustainability Performance Achievement Against Targets

Throughout 2025, the Company continued to strengthen its sustainability performance through various initiatives across the economic, environmental, social, and governance aspects. These efforts resulted in positive progress compared with the previous period, as reflected in the following sustainability performance indicators:

Pencapaian Kinerja Keberlanjutan [D.1.a, D.1.b]
Sustainability Performance Achievement

Keterangan	Satuan Unit	Capaian Achievement		Description
		FY2025	FY2024	
Aspek Ekonomi				**Economic Aspects**
Penghasilan Neto	USD	515.423.217	522.714.838	Net Revenues
Laba Tahun Berjalan	USD	15.983.119	31.061.735	Profit for the Year
Aspek Lingkungan Hidup				**Environmental Aspects**
Penggunaan Energi[1)]	GJ	33.960	37.066	Energy Consumption[1)]
Intensitas Penggunaan Energi[1)]	MJ/USD	0,066	0,071	Energy Consumption Intensity[1)]
Pelepasan Emisi[2)]	tCO_2e	4.223	4.439	Number of Released Products[2)]
Intensitas Emisi[2)]	gCO_2e/USD	8,20	8,49	Emission Intensity[2)]
Timbulan Limbah[3)]	ton	137,6	188,9	Waste Generated[3)]
Penggunaan Air	m^3	18.957	16.442	Water Usage
Intensitas Penggunaan Air	ML/USD	0,0368	0,0315	Water Usage Intensity
Aspek Sosial				**Social Aspects**
Jumlah Karyawan	Orang Person	1.979	1.949	Number of Employees
Proporsi Karyawan Wanita	%	8,0	8,0	Proportion of Female Employees
Turnover Karyawan	%	3,6	4,4	Employee Turnover Rate
Rata-Rata Jam Pelatihan	Jam/Karyawan Hour/Employee	21,8	14,2	Average Employee Training Hours
Kecelakaan Kerja	Kali Time	13	10	Number of Work Accidents
Penyakit Akibat Kerja	Kasus Case	0	0	Number of Occupational Diseases
Penyaluran Dana CSR	USD	55.090	22.148	Distribution of CSR Funds

[1)] Penggunaan energi di dalam dan di Luar Perusahaan | [1)] Energy consumption within and outside the company.
[2)] Emisi scope 1, 2, dan 3. | [2)] Scope 1, 2, and 3 emissions.
[3)] Limbah B3 dan non-B3. | [3)] Hazardous and non-hazardous waste.

Prestasi dan Peristiwa Penting Keberlanjutan

Sepanjang tahun 2025, Perseroan terus memperkuat implementasi keberlanjutan melalui berbagai inisiatif yang mencakup aspek ekonomi, lingkungan, sosial, dan tata kelola. Berbagai program yang dijalankan difokuskan pada peningkatan efisiensi operasional, pengelolaan dampak lingkungan, penguatan budaya keselamatan kerja, pengembangan sumber daya manusia, serta penerapan tata kelola perusahaan yang baik guna mendukung keberlangsungan usaha dalam jangka panjang.

Komitmen Perseroan terhadap aspek keselamatan, kesehatan kerja, dan lingkungan memperoleh pengakuan dari berbagai pemangku kepentingan melalui sejumlah penghargaan yang diraih sepanjang tahun 2025. Penghargaan tersebut antara lain mencakup kategori *Zero Accident, Safety Accountability,* Program Pencegahan dan Penanggulangan HIV/AIDS dan Tuberkulosis di Tempat Kerja, Penghargaan Predikat Hijau pada Mitra Kerja Award, Peringkat Biru dalam Program Penilaian Kinerja Pengelolaan Lingkungan Hidup Provinsi Kalimantan Timur, serta Penghargaan Paramakarya 2025 dari Kementerian Ketenagakerjaan Republik Indonesia.

Berbagai capaian tersebut mencerminkan komitmen Perseroan untuk terus meningkatkan kinerja keberlanjutan melalui praktik bisnis yang bertanggung jawab, sekaligus menciptakan nilai tambah yang berkelanjutan bagi seluruh pemangku kepentingan.

Tantangan dalam Penerapan Keuangan Berkelanjutan [D.1.a]

Dalam menerapkan prinsip keuangan berkelanjutan, Perseroan menghadapi berbagai tantangan yang perlu dikelola secara cermat untuk memastikan keberlangsungan usaha dan pencapaian target keberlanjutan. Tantangan tersebut berasal dari faktor internal maupun eksternal yang memengaruhi kinerja ekonomi, lingkungan, sosial, dan tata kelola perusahaan. Pada aspek ekonomi, Perseroan menghadapi dinamika industri yang dipengaruhi oleh fluktuasi harga komoditas, perubahan kondisi ekonomi global, serta ketidakpastian pasar yang dapat memengaruhi tingkat permintaan dari sektor-sektor utama pengguna alat berat. Kondisi tersebut menuntut Perseroan untuk terus menjaga daya saing dan ketahanan bisnis di tengah perubahan lingkungan usaha yang berlangsung secara cepat.

Dari aspek lingkungan, tantangan yang dihadapi meliputi pengelolaan konsumsi energi, pengurangan emisi gas rumah kaca, pengelolaan limbah operasional secara bertanggung jawab, serta optimalisasi penggunaan teknologi yang lebih

Sustainability Achievements and Significant Milestones

Throughout 2025, the Company continued to strengthen the implementation of sustainability through various initiatives encompassing economic, environmental, social, and governance aspects. These initiatives focused on improving operational efficiency, managing environmental impacts, strengthening the occupational safety culture, developing human capital, and reinforcing Good Corporate Governance practices to support the Company's long-term business sustainability.

The Company's commitment to occupational safety, health, and environmental stewardship was recognized by various stakeholders through a number of awards received during 2025. These recognitions included awards in the Zero Accident category, Safety Accountability, the Workplace HIV/AIDS and Tuberculosis Prevention and Control Program, the Green Rating under the Mitra Kerja Award, the Blue Rating in the East Kalimantan Provincial Environmental Performance Assessment Program, and the 2025 Paramakarya Award presented by the Ministry of Manpower of the Republic of Indonesia.

These achievements reflect the Company's commitment to continuously enhancing its sustainability performance through responsible business practices while creating sustainable value for all stakeholders.

Challenges in the Implementation of Sustainable Finance

In implementing sustainable finance principles, the Company faces various challenges that must be carefully managed to ensure business continuity and the achievement of its sustainability targets. These challenges arise from both internal and external factors that influence the Company's economic, environmental, social, and governance performance.
From an economic perspective, the Company operates in an industry affected by commodity price fluctuations, changes in global economic conditions, and market uncertainties that may influence demand from the major sectors utilizing heavy equipment. These conditions require the Company to continuously strengthen its competitiveness and business resilience amid a rapidly evolving business environment.

From an environmental perspective, the Company faces challenges related to energy consumption management, greenhouse gas emission reduction, responsible operational waste management, and the optimization of environmentally

ramah lingkungan. Selain itu, risiko yang terkait dengan perubahan iklim dan meningkatnya ekspektasi terhadap kinerja lingkungan mendorong Perseroan untuk terus meningkatkan efektivitas pengelolaan lingkungan dalam seluruh aktivitas operasionalnya.

Pada aspek sosial, Perseroan dihadapkan pada tantangan untuk terus menjaga standar kesehatan dan keselamatan kerja yang tinggi, meningkatkan keberagaman dan inklusivitas di lingkungan kerja, serta memastikan pengembangan kompetensi sumber daya manusia yang selaras dengan kebutuhan bisnis yang terus berkembang. Perseroan juga berupaya untuk terus memberikan kontribusi positif kepada masyarakat melalui program-program yang relevan dan berkelanjutan, sekaligus memperkuat budaya kepatuhan dan penerapan prinsip *good corporate governance* dalam seluruh kegiatan usaha.

STRATEGI PENCAPAIAN TARGET [D.1.c]

Perseroan menerapkan berbagai strategi yang terintegrasi untuk mencapai target keberlanjutan yang telah ditetapkan. Strategi tersebut difokuskan pada peningkatan kinerja operasional, penguatan tata kelola perusahaan, pengelolaan dampak lingkungan secara bertanggung jawab, serta pengembangan sumber daya manusia yang berkelanjutan. Selain itu, Perseroan terus mendorong inovasi, pemanfaatan teknologi, peningkatan efisiensi penggunaan sumber daya, serta penguatan kolaborasi dengan para pemangku kepentingan guna mendukung terciptanya nilai jangka panjang dan pertumbuhan usaha yang berkelanjutan.

Pengelolaan Risiko atas Penerapan Keuangan Berkelanjutan

Perseroan menerapkan berbagai strategi untuk mengelola risiko yang dapat memengaruhi pencapaian target keberlanjutan pada aspek ekonomi, lingkungan, dan sosial. Pada aspek ekonomi, Perseroan berupaya menjaga ketahanan bisnis di tengah dinamika industri, fluktuasi harga komoditas, serta perubahan kondisi ekonomi global melalui penguatan efisiensi operasional, diversifikasi pasar, pengembangan layanan yang sesuai dengan kebutuhan pelanggan, dan pengelolaan risiko yang prudent. Langkah-langkah tersebut dilakukan untuk menjaga stabilitas kinerja dan mendukung pertumbuhan usaha yang berkelanjutan.

Pada aspek lingkungan, Perseroan fokus pada pengelolaan risiko yang berkaitan dengan konsumsi energi, emisi gas rumah kaca, pengelolaan limbah, serta dampak perubahan iklim terhadap operasional. Untuk itu, Perseroan terus meningkatkan efisiensi penggunaan sumber daya, memperkuat sistem pengelolaan lingkungan, menerapkan pemantauan

friendly technologies. In addition, climate change risks and increasing expectations regarding environmental performance encourage the Company to continuously enhance the effectiveness of environmental management across all operational activities.

From a social perspective, the Company is committed to maintaining high occupational health and safety standards, promoting diversity and inclusivity in the workplace, and ensuring that human capital development remains aligned with the evolving needs of the business. The Company also strives to generate positive contributions to society through relevant and sustainable community programs while strengthening its culture of compliance and the implementation of Good Corporate Governance principles throughout all business activities.

STRATEGIES FOR ACHIEVING TARGETS

The Company implements a range of integrated strategies to achieve its established sustainability targets. These strategies focus on improving operational performance, strengthening corporate governance, managing environmental impacts responsibly, and fostering sustainable human capital development. In addition, the Company continues to promote innovation, leverage technology, enhance resource efficiency, and strengthen collaboration with stakeholders to support the creation of long-term value and sustainable business growth.

Risk Management for the Implementation of Sustainable Finance

The Company adopts various strategies to manage risks that may affect the achievement of its sustainability targets across the economic, environmental, and social aspects. From an economic perspective, the Company seeks to strengthen business resilience amid industry dynamics, commodity price fluctuations, and changes in global economic conditions by improving operational efficiency, diversifying markets, developing customer-oriented services, and implementing prudent risk management practices. These initiatives are undertaken to maintain stable business performance and support sustainable growth.

From an environmental perspective, the Company focuses on managing risks associated with energy consumption, greenhouse gas emissions, waste management, and the impacts of climate change on its operations. To address these challenges, the Company continuously improves resource efficiency, strengthens its environmental management system, conducts

dan evaluasi secara berkala, serta mendorong pemanfaatan teknologi yang mendukung pengurangan dampak lingkungan dari kegiatan usaha.

Sementara itu, pada aspek sosial, Perseroan berupaya memitigasi risiko yang berkaitan dengan kesehatan dan keselamatan kerja, pengembangan kompetensi karyawan, keberagaman tenaga kerja, serta hubungan dengan masyarakat sekitar. Berbagai program pelatihan, penguatan budaya K3, penerapan kebijakan yang inklusif, serta pelaksanaan program tanggung jawab sosial perusahaan secara berkelanjutan menjadi bagian dari strategi Perseroan dalam menciptakan lingkungan kerja yang aman, harmonis, dan produktif sekaligus memberikan manfaat bagi masyarakat dan pemangku kepentingan lainnya.

Pemanfaatan Peluang dan Prospek Usaha

Perseroan melihat berbagai peluang yang dapat mendukung pencapaian kinerja keberlanjutan sekaligus memperkuat daya saing usaha di masa mendatang. Pada aspek ekonomi, peluang tersebut berasal dari kebutuhan industri terhadap solusi alat berat yang semakin beragam, perkembangan sektor pertambangan, perkebunan, konstruksi, dan infrastruktur, serta meningkatnya kebutuhan pelanggan terhadap layanan yang lebih efisien dan bernilai tambah. Untuk memanfaatkan peluang tersebut, Perseroan terus memperkuat portofolio produk dan layanannya melalui peluncuran *HSA Mobile Apps, ConSite Genuine Coolant* 30% dan 50%, *ZX550LC-7G, ZX350LC-7G Material Handling*, serta *Foton EV*. Selain itu, Perseroan juga memperkenalkan ban *TIANLI* kepada pelanggan, memperluas layanan *rental*, mengembangkan layanan pemeliharaan dan perbaikan yang lebih kompetitif, serta menyediakan pilihan suku cadang yang semakin lengkap guna meningkatkan nilai tambah bagi pelanggan.

Pada aspek lingkungan, meningkatnya kesadaran terhadap pentingnya pengelolaan lingkungan yang berkelanjutan membuka peluang bagi Perseroan untuk mengembangkan berbagai inisiatif yang mendukung efisiensi sumber daya dan pengurangan dampak lingkungan. Perseroan memanfaatkan peluang tersebut melalui penggunaan panel surya, pengembangan alat berat bertenaga listrik, penerapan program *Reduce, Reuse, Recycle* (3R), pengembangan program remanufacturing komponen, penggunaan *teknologi Vehicle Telematics* (VT), digitalisasi dokumen, serta kolaborasi dengan pemerintah, lembaga masyarakat, dan mitra usaha dalam mendukung berbagai program lingkungan.

regular monitoring and evaluation, and promotes the adoption of technologies that help reduce the environmental impacts of its business activities.

Meanwhile, from a social perspective, the Company seeks to mitigate risks related to occupational health and safety, employee competency development, workforce diversity, and community relations. Various training programs, the strengthening of occupational safety culture, the implementation of inclusive policies, and the continuous execution of corporate social responsibility programs form an integral part of the Company's strategy to foster a safe, harmonious, and productive working environment while delivering positive benefits to communities and other stakeholders.

Leveraging Opportunities and Business Prospects

The Company recognizes a wide range of opportunities to enhance its sustainability performance while strengthening its future business competitiveness. From an economic perspective, these opportunities arise from growing industry demand for more diverse heavy equipment solutions, the continued development of the mining, plantation, construction, and infrastructure sectors, and increasing customer demand for more efficient, value-added services. To capitalize on these opportunities, the Company continues to strengthen its product and service portfolio through the launch of HSA Mobile Apps, ConSite Genuine Coolant 30% and 50%, ZX550LC-7G, ZX350LC-7G Material Handling, and Foton EV. In addition, the Company has introduced TIANLI tires to customers, expanded its equipment rental services, enhanced its maintenance and repair services, and broadened its range of spare parts to deliver greater value to customers.

From an environmental perspective, growing awareness of the importance of sustainable environmental management has created opportunities for the Company to develop initiatives that promote resource efficiency and reduce environmental impacts. The Company has leveraged these opportunities through the use of solar panels, the development of electric-powered heavy equipment, the implementation of the Reduce, Reuse, Recycle (3R) program, the expansion of its component remanufacturing program, the utilization of Vehicle Telematics (VT) technology, document digitalization, and collaboration with government agencies, community organizations, and business partners in supporting various environmental initiatives.

Sementara itu, pada aspek sosial, Perseroan melihat peluang untuk meningkatkan kualitas sumber daya manusia dan memperluas kontribusi sosial kepada masyarakat. Berbagai program pendidikan, pelatihan teknis, pengembangan kompetensi, layanan kesehatan, serta pemberdayaan masyarakat terus dikembangkan guna mendukung terciptanya sumber daya manusia yang unggul dan berdaya saing. Perseroan juga mendorong pelaksanaan program CSR yang selaras dengan SDGs, penguatan kompetensi melalui pelatihan *Basic Technical Skill* dan sertifikasi K3, serta pengembangan hubungan industrial yang harmonis melalui forum komunikasi antara manajemen dan karyawan.

Situasi Eksternal Terkait Ekonomi, Lingkungan Hidup, dan Sosial

Dinamika industri alat berat pada tahun 2025 masih dipengaruhi oleh fluktuasi harga komoditas, perubahan pola investasi, serta ketidakpastian ekonomi global yang berdampak pada aktivitas sektor pertambangan, perkebunan, konstruksi, dan kehutanan. Di sisi lain, kebutuhan terhadap peningkatan produktivitas dan efisiensi operasional di berbagai sektor tersebut tetap menjadi faktor yang mendukung permintaan terhadap produk dan layanan Perseroan.

Pada aspek lingkungan, meningkatnya perhatian terhadap transisi energi, pengurangan emisi gas rumah kaca, dan pengelolaan sumber daya yang lebih efisien mendorong industri alat berat untuk terus beradaptasi dengan perkembangan teknologi yang lebih ramah lingkungan. Kondisi ini menciptakan kebutuhan yang semakin besar terhadap solusi operasional yang mampu mendukung produktivitas sekaligus meminimalkan dampak lingkungan.

Sementara itu, pada aspek sosial, kebutuhan akan tenaga kerja yang kompeten, budaya keselamatan kerja yang kuat, serta peningkatan ekspektasi masyarakat terhadap kontribusi perusahaan menjadi faktor yang semakin penting dalam mendukung keberlanjutan usaha. Oleh karena itu, Perseroan terus memperkuat pengembangan sumber daya manusia, penerapan standar kesehatan dan keselamatan kerja, serta pelaksanaan program sosial yang memberikan manfaat bagi masyarakat dan lingkungan sekitar wilayah operasional.

Meanwhile, from a social perspective, the Company sees opportunities to further enhance the quality of its human capital while expanding its social contributions to communities. Various education programs, technical training, competency development initiatives, healthcare services, and community empowerment programs continue to be developed to support the creation of a highly capable and competitive workforce. The Company also promotes CSR programs aligned with the SDGs, strengthens employee competencies through Basic Technical Skill training and occupational safety certification, and fosters harmonious industrial relations through communication forums between management and employees.

External Economic, Environmental, and Social Conditions

The heavy equipment industry in 2025 continued to be influenced by commodity price fluctuations, changing investment patterns, and global economic uncertainty, all of which affected activities across the mining, plantation, construction, and forestry sectors. At the same time, the increasing need for higher productivity and greater operational efficiency across these sectors continued to support demand for the Company's products and services.

From an environmental perspective, growing attention to the energy transition, greenhouse gas emission reduction, and more efficient resource management has encouraged the heavy equipment industry to adapt continuously to the development of environmentally friendly technologies. These conditions have created increasing demand for operational solutions capable of improving productivity while minimizing environmental impacts.

Meanwhile, from a social perspective, the need for a competent workforce, a strong occupational safety culture, and rising public expectations regarding corporate contributions have become increasingly important factors in supporting sustainable business growth. Accordingly, the Company continues to strengthen human capital development, implement high standards of occupational health and safety, and carry out social programs that deliver tangible benefits to communities and the areas surrounding its operational sites.

APRESIASI DAN PENUTUP

Kami menyampaikan apresiasi yang setinggi-tingginya kepada Dewan Komisaris, Direksi, seluruh Karyawan, Pemegang Saham, serta seluruh Pemangku Kepentingan atas kepercayaan, dukungan, dan kolaborasi yang telah diberikan sepanjang tahun. Sinergi tersebut menjadi fondasi penting bagi Perseroan dalam mewujudkan pertumbuhan yang berkelanjutan sekaligus memberikan nilai tambah bagi aspek ekonomi, lingkungan, dan masyarakat. Ke depan, Perseroan akan terus memperkuat komitmen terhadap prinsip-prinsip keberlanjutan sebagai bagian dari upaya menciptakan masa depan yang lebih baik bagi seluruh pemangku kepentingan.

APPRECIATION AND CLOSING

We extend our deepest appreciation to the Board of Commissioners, the Board of Directors, all Employees, Shareholders, and all Stakeholders for their trust, support, and collaboration throughout the year. This strong partnership has served as a key foundation for the Company in achieving sustainable growth while creating lasting value for the economy, the environment, and society. Moving forward, the Company remains committed to strengthening the implementation of sustainability principles as part of its ongoing efforts to build a better future for all stakeholders.

Jakarta, July 2026

Atas Nama Direksi
On Behalf of the Board of Directors
PT Hexindo Adiperkasa Tbk



Dwi Swasono
Presiden Direktur
President Director

Aspek Tata Kelola
Governance Aspect

Topik Material yang Tercakup [3-2]
Material Topic Covered

Anti Korupsi
Anti-Corruption



KOMITMEN TERHADAP TATA KELOLA YANG BERKELANJUTAN [3-3]

Sebagai wujud implementasi prinsip-prinsip GCG yang berlandaskan transparansi, akuntabilitas, dan responsibilitas, Perseroan mengintegrasikan kebijakan antikorupsi sebagai bagian dari pedoman GCG Perusahaan. Peran tata kelola dalam upaya ini diwujudkan melalui penguatan fungsi pengawasan dan kontrol internal oleh manajemen, serta penerapan sistem pelaporan yang mendukung pencegahan dan penanganan pelanggaran.

COMMITMENT TO SUSTAINABLE GOVERNANCE

As part of its commitment to implementing Good Corporate Governance (GCG) principles based on transparency, accountability, and responsibility, the Company has integrated its Anti-Corruption Policy into its corporate governance framework. Governance plays a critical role in this commitment through the strengthening of management oversight and internal control functions, supported by reporting mechanisms that facilitate the prevention, detection, and resolution of violations.

Dampak dan Pengelolaan Dampak [E.5]

Kegiatan operasional Perseroan berpotensi menimbulkan risiko korupsi, seperti *mark-up* harga dan praktik suap dalam proses pengadaan alat berat. Risiko-risiko ini dapat menyebabkan pembengkakan biaya, mendorong praktik bisnis yang tidak sehat, serta memperparah ketimpangan sosial. Untuk memitigasi dampak tersebut, Perseroan secara aktif melakukan *due diligence* terhadap mitra bisnis, melarang segala bentuk pemberian hadiah/*entertainment*, serta memberikan pelatihan tentang antikorupsi kepada karyawan.

Impacts and Impact Management

The Company's operational activities are exposed to potential corruption risks, including price mark-ups and bribery practices in the heavy equipment procurement process. These risks may result in increased costs, encourage unfair business practices, and contribute to wider social inequality. To mitigate these potential impacts, the Company conducts due diligence on business partners, strictly prohibits all forms of gifts and entertainment, and provides anti-corruption training to employees.

Komitmen dan Kebijakan

Komitmen antikorupsi Perseroan diwujudkan melalui penerapan Kebijakan Antikorupsi yang sejalan dengan HCM Jepang Group *Standards of Conduct*. Kebijakan ini menetapkan prinsip *zero tolerance* terhadap segala bentuk suap, termasuk larangan pemberian fasilitas kepada pejabat publik, serta mewajibkan pelaporan pelanggaran melalui sistem *whistleblowing*. Implementasi kebijakan ini diwujudkan melalui:

- Pembentukan Komite Kepatuhan dan Manajemen Risiko yang berperan dalam mengawasi pelaksanaan kepatuhan;
- Integrasi klausul antikorupsi ke dalam seluruh kontrak bisnis; dan

Commitment and Policy

The Company's anti-corruption commitment is reflected in the implementation of its Anti-Corruption Policy, which is aligned with the HCM Japan Group Standards of Conduct. This policy establishes a zero-tolerance approach toward all forms of bribery, including the prohibition of providing benefits to public officials, and requires the reporting of violations through the whistleblowing system. The policy is implemented through the following measures:

- Establishment of the Compliance and Risk Management Committee to oversee compliance implementation;
- Integration of anti-corruption clauses into all business contracts; and

- Penerapan mekanisme multilevel approval untuk setiap pembayaran kepada mitra bisnis.

Tindakan dan Efektivitas

Dalam memperkuat budaya antikorupsi, Departemen Legal bekerja sama dengan Divisi HC dalam menyelenggarakan program edukasi dan pelatihan antikorupsi. Selain itu, Perseroan juga menjalankan sistem *due diligence* terhadap mitra bisnis serta menyediakan saluran *whistleblowing*. Seluruh inisiatif ini terbukti efektif, yang tercermin dari tidak adanya insiden korupsi yang terjadi dan terbukti sepanjang tahun buku 2025.

Keterlibatan Pemangku Kepentingan

Bentuk keterlibatan pemangku kepentingan Perseroan dalam upaya pencegahan dan pemberantasan korupsi, antara lain:

- Pemerintah menerbitkan regulasi antikorupsi sebagai landasan hukum;
- Dewan Komisaris, Direksi, Komite Kepatuhan dan Manajemen Risiko, serta Departemen Audit Internal yang menjalankan fungsi pengawasan;
- Keterlibatan manajemen dan karyawan dalam pelatihan antikorupsi; dan
- Persyaratan penandatanganan pakta integritas oleh mitra bisnis sebagai bagian dari kontrak kerja sama.

STRUKTUR DAN KOMPOSISI TATA KELOLA

[2-9, 405-1]

Sesuai dengan UU No. 40 Tahun 2007 tentang Perseroan Terbatas serta Anggaran Dasar Perusahaan, struktur tata kelola Perseroan terdiri dari 3 (tiga) organ utama, yaitu Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris, dan Direksi. Hexindo menerapkan *two-tier board system*, di mana Dewan Komisaris berperan sebagai Dewan Pengawas (noneksekutif) dan Direksi sebagai Dewan Manajemen (eksekutif).

Dalam pelaksanaan tugasnya, Dewan Komisaris didukung oleh Komite Audit. Sedangkan Direksi didukung oleh Komite Kepatuhan dan Manajemen Risiko, Komite Keselamatan Kerja, Sekretaris Perusahaan, serta Audit Internal. Berikut adalah bagan yang menggambarkan struktur Tata Kelola Perseroan:

- Implementation of a multi-level approval mechanism for all payments made to business partners.

Actions and Effectiveness

To strengthen its anti-corruption culture, the Legal Department collaborates with the HC Division in conducting anti-corruption education and training programs. In addition, the Company carries out due diligence procedures for business partners and provides a whistleblowing channel for reporting suspected violations. These initiatives have proven effective, as reflected by the absence of any confirmed corruption incidents throughout the 2025 financial year.

Stakeholder Engagement

The Company's stakeholder engagement in preventing and combating corruption includes:

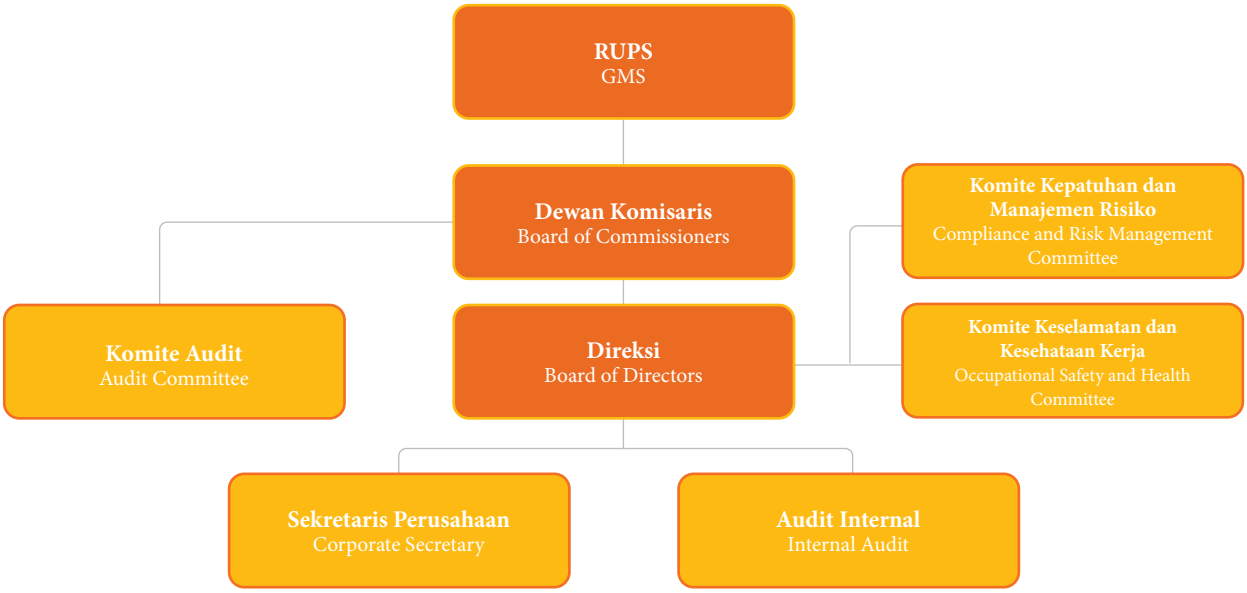
- The Government, through the issuance of anti-corruption regulations that serve as the legal framework;
- The Board of Commissioners, the Board of Directors, the Compliance and Risk Management Committee, and the Internal Audit Department, which perform oversight functions;
- The participation of management and employees in anti-corruption training programs; and
- The requirement for business partners to sign an integrity pact as part of contractual agreements.

GOVERNANCE STRUCTURE AND COMPOSITION

In accordance with Law No. 40 of 2007 concerning Limited Liability Companies and the Company's Articles of Association, the Company's governance structure comprises three principal governing bodies: the General Meeting of Shareholders (GMS), the Board of Commissioners, and the Board of Directors. Hexindo adopts a two-tier board system, under which the Board of Commissioners serves as the non-executive supervisory board, while the Board of Directors functions as the executive management board.

In carrying out its duties, the Board of Commissioners is supported by the Audit Committee. Meanwhile, the Board of Directors is supported by the Compliance and Risk Management Committee, the Occupational Safety Committee, the Corporate Secretary, and the Internal Audit function. The following diagram illustrates the Company's governance structure:

Struktur Tata Kelola
Governance Structure



Badan Tata Kelola Tertinggi
The Highest Governance Bodies

Struktur tata kelola Hexindo menerapkan sistem *two-tier board* sebagaimana diatur dalam peraturan perundang-undangan di Indonesia. Dalam sistem ini, badan tata kelola tertinggi terdiri dari 2 (dua) organ yang terpisah secara struktural, yaitu Dewan Komisaris dan Direksi, yang masing-masing memiliki peran, tanggung jawab, dan kewenangan yang berbeda namun saling melengkapi. Dewan Komisaris dipimpin oleh Komisaris Utama dan bertugas melakukan pengawasan atas kebijakan pengelolaan serta jalannya pengurusan Perseroan oleh Direksi. Dewan Komisaris juga bertanggung jawab memastikan bahwa manajemen melaksanakan kegiatan usaha sesuai dengan prinsip GCG.

Sementara itu, Direksi dipimpin oleh Presiden Direktur dan bertanggung jawab penuh atas pengurusan serta operasional Perseroan sehari-hari. Presiden Direktur menjalankan fungsi eksekutif tertinggi dalam organisasi, yang secara fungsional setara dengan peran *Chief Executive Officer* (CEO) dalam sistem *one-tier*. Dengan diterapkannya struktur *two-tier board* ini, pemilahan peran antara *Chairman of the Board* dan CEO telah terimplementasi secara sistemik dan kelembagaan. Tidak terdapat konsentrasi kekuasaan pada satu individu, karena fungsi pengawasan dan fungsi pengelolaan dijalankan oleh 2 (dua) organ berbeda yang independen satu sama lain. Pemisahan ini mencerminkan komitmen Hexindo terhadap prinsip *check and balance*, transparansi, dan akuntabilitas dalam menjalankan GCG.

Hexindo adopts a two-tier board governance structure in accordance with the prevailing laws and regulations of Indonesia. Under this governance model, the Company's highest governing body comprises two structurally separate organs, namely the Board of Commissioners and the Board of Directors, each of which has distinct yet complementary roles, responsibilities, and authorities. The Board of Commissioners is chaired by the President Commissioner and is responsible for supervising the Company's management policies and overseeing the management of the Company by the Board of Directors. The Board of Commissioners also ensures that management conducts the Company's business activities in accordance with the principles of Good Corporate Governance (GCG).

Meanwhile, the Board of Directors is led by the President Director and assumes full responsibility for the day-to-day management and operations of the Company. The President Director serves as the highest executive officer within the organization, functionally equivalent to the role of a Chief Executive Officer (CEO) under a one-tier board system. Through the implementation of this two-tier board structure, the roles of the Chairman of the Board and the Chief Executive Officer (CEO) are institutionally and systematically separated. As a result, no concentration of authority rests with a single individual, as the supervisory and executive management functions are carried out independently by two separate governing bodies. This governance structure reflects Hexindo's commitment to the principles of checks and balances, transparency, and accountability in the implementation of Good Corporate Governance.

Pada akhir tahun buku 2025, struktur tata kelola Perseroan terdiri dari 2 (dua) anggota Dewan Komisaris, yang seluruhnya merupakan Komisaris Independen, serta 8 (delapan) anggota Direksi. Meski demikian, tidak terdapat anggota dari kelompok sosial yang kurang terwakili dalam struktur tersebut. Rangkap jabatan yang dimiliki oleh masing-masing anggota Dewan Komisaris dan Direksi tidak bersifat signifikan karena tidak mengganggu waktu, perhatian, maupun kewajiban mereka di Perusahaan.

As of the end of the 2025 financial year, the Company's governance structure comprised 2 (two) members of the Board of Commissioners, all of whom served as Independent Commissioners, and 8 (eight) members of the Board of Directors. However, there were no members representing underrepresented social groups within the governance structure. Any concurrent positions held by members of the Board of Commissioners and the Board of Directors were not considered significant, as they did not interfere with the time, attention, or responsibilities required in carrying out their duties at the Company.

Keberagaman Dewan Komisaris dan Direksi [405-1]

Diversity of the Board of Commissioners and Board of Directors

Uraian Description	FY2025		FY2024		FY2023	
	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Dewan Komisaris Board of Commissioners	Direksi Board of Directors	Dewan Komisaris Board of Commissioners	Direksi Board of Directors
Jenis Kelamin **Gender**						
Pria Male	2	8	2	9	2	9
Wanita Female	0	0	0	0	0	0
Usia **Age**						
> 50 Tahun > 50 Years Old	2	6	2	7	2	6
30 - 50 Tahun 30 - 50 Years Old	0	2	0	2	0	3
< 30 Tahun < 30 Years Old	0	0	0	0	0	0
Kewarganegaraan **Citizenship**						
WNI Indonesian Citizen	2	2	2	3	2	3
WNA Foreign National	0	6	0	6	0	6
Jumlah **Total**	**2**	**8**	**2**	**9**	**2**	**9**

NOMINASI DEWAN KOMISARIS DAN DIREKSI

[2-9, 2-10]

Proses pencalonan anggota Dewan Komisaris dan Direksi dilaksanakan oleh Dewan Komisaris selaku pelaksana fungsi Nominasi dan Remunerasi. Dalam menjalankan fungsi ini, Dewan Komisaris melakukan evaluasi terhadap kelayakan calon berdasarkan kriteria yang telah ditetapkan sebelum diajukan kepada Pemegang Saham dalam RUPS. Penetapan akhir atas pencalonan dilakukan melalui mekanisme pemungutan suara dalam RUPS, dengan mempertimbangkan masukan dari para pemegang saham.

NOMINATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The nomination process for members of the Board of Commissioners and the Board of Directors is carried out by the Board of Commissioners in its capacity as the body performing the Nomination and Remuneration function. In performing this function, the Board of Commissioners evaluates the eligibility of prospective candidates based on the established criteria before submitting the nominations to the Shareholders at the General Meeting of Shareholders (GMS). Final appointments are determined through the voting mechanism at the GMS, taking into consideration the views of the Shareholders.

Kriteria pemilihan anggota Dewan Komisaris dan/atau Direksi Perseroan ditetapkan dengan mengacu pada ketentuan yang berlaku dalam POJK No. 33/2014, dengan rincian sebagai berikut:

a. Memenuhi persyaratan berikut pada saat pengangkatan dan selama menjabat:
    1. Mempunyai akhlak, moral dan integritas yang baik;
    2. Cakap melakukan perbuatan hukum;
    3. Dalam 5 (lima) tahun sebelum pengangkatan dan selama menjabat:
        a) Tidak pernah dinyatakan pailit;
        b) Tidak pernah menjadi anggota Dewan Komisaris dan/atau Direksi 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 Dewan Komisaris dan/atau Direksi yang selama masa jabatannya:
            1) Pernah tidak menyelenggarakan RUPS Tahunan;
            2) Pertanggungjawabannya sebagai anggota Dewan Komisaris dan/atau Direksi tidak diterima oleh RUPS atau pernah tidak memberikan pertanggungjawaban sebagai anggota Dewan Komisaris dan/atau Direksi kepada RUPS;
            3) Pernah menyebabkan perusahaan yang memperoleh izin, persetujuan atau pendaftaran dari OJK tidak memenuhi kewajiban penyampaian laporan tahunan dan/ atau laporan keuangan kepada OJK.
b. Memiliki komitmen untuk mematuhi peraturan perundangundangan yang berlaku; dan
c. Memiliki pengetahuan dan/atau keahlian di bidang yang dibutuhkan Perusahaan.

Sementara itu, kriteria kompetensi yang mempertimbangkan aspek ESG belum diintegrasikan secara khusus dalam proses seleksi anggota Dewan Komisaris dan Direksi.

Dalam aspek keberagaman, Perseroan baru menerapkan kebijakan keberagaman kewarganegaraan, khususnya untuk Direktur Nonresiden sebagai perwakilan dari pemegang saham mayoritas, yaitu HCM Jepang. Adapun penunjukan Komisaris Independen, Perseroan berpedoman pada POJK No. 33/2014,

The selection criteria for members of the Board of Commissioners and/or the Board of Directors are established in accordance with the provisions of POJK No. 33/2014 and include the following requirements:

a. Candidates must satisfy the following requirements at the time of appointment and throughout their term of office:
    1. Possess good character, moral values, and integrity;
    2. Have the legal capacity to perform legal acts.
    3. Within the five years prior to appointment and during their term of office, candidates must:
        a) Never have been declared bankrupt;
        b) Never have served as a member of a Board of Commissioners and/or Board of Directors found responsible for causing a company to be declared bankrupt;
        c) Never have been convicted of a criminal offense involving state financial losses and/or matters relating to the financial sector; and
        d) Never have served as a member of a Board of Commissioners and/or Board of Directors during whose tenure:
            1) The Company failed to convene an Annual General Meeting of Shareholders;
            2) Their accountability as a member of the Board of Commissioners and/or Board of Directors was rejected by the GMS, or they failed to submit accountability to the GMS; or
            3) The Company failed to fulfill its obligation to submit annual reports and/or financial statements to the Financial Services Authority (OJK) despite having obtained licenses, approvals, or registrations from OJK.
b. Demonstrate a commitment to complying with all applicable laws and regulations; and
c. Possess the knowledge and/or expertise required by the Company.

At present, competency criteria specifically incorporating ESG considerations have not yet been integrated into the selection process for members of the Board of Commissioners and the Board of Directors.

With respect to diversity, the Company currently applies a nationality diversity policy, particularly through the appointment of Non-Resident Directors representing the majority shareholder, HCM Japan. Meanwhile, the appointment of Independent Commissioners is carried out

yang menetapkan kriteria independensi, termasuk tidak adanya hubungan afiliasi dengan pemegang saham pengendali serta tidak terlibat dalam kegiatan operasional Perseroan.

REMUNERASI DEWAN KOMISARIS DAN DIREKSI [2-19, 2-20]

Penetapan remunerasi Dewan Komisaris dan Direksi dilakukan melalui mekanisme yang melibatkan pengawasan oleh fungsi Nominasi dan Remunerasi yang dijalankan oleh Dewan Komisaris. Pemegang saham dilibatkan melalui proses RUPS untuk mempertimbangkan dan menyetujui kebijakan remunerasi, termasuk pemberian wewenang kepada Dewan Komisaris dan/atau Direksi untuk menetapkan sendiri remunerasinya.

Keputusan dalam RUPS diambil berdasarkan hasil pemungutan suara, sejalan dengan ketentuan peraturan perundang-undangan yang berlaku serta Anggaran Dasar Perusahaan. Hingga saat ini, Perseroan tidak memiliki kebijakan remunerasi khusus yang mencakup pembayaran tidak tetap, bonus untuk anggota baru, insentif perekrutan, pembayaran pesangon, mekanisme penarikan kembali, maupun tunjangan pensiun bagi anggota Dewan Komisaris dan Direksi.

Seluruh kebijakan remunerasi disusun dengan mengacu pada kinerja individu, kondisi keuangan Perseroan, dan kewajaran pasar, serta ditetapkan melalui proses yang transparan dan akuntabel. Adapun hingga saat ini, Perseroan belum mengimplementasikan skema remunerasi yang mengaitkan kompensasi Dewan Komisaris dan Direksi dengan kinerja pengelolaan aspek ESG.

PENGELOLAAN BENTURAN KEPENTINGAN [2-15]

Hexindo telah menetapkan mekanisme untuk mencegah dan mengelola benturan kepentingan yang dapat timbul di antara anggota Direksi dan Dewan Komisaris. Mekanisme ini dirancang untuk menghindari potensi penyalahgunaan jabatan dan wewenang demi kepentingan pribadi, keluarga, atau kelompok tertentu, yang dapat mengganggu independensi serta objektivitas mereka dalam proses pengambilan keputusan.

Ketentuan mengenai benturan kepentingan tercantum dalam Pedoman Perilaku, Piagam Direksi, dan Piagam Dewan Komisaris. Seluruh anggota Direksi dan Dewan Komisaris berkomitmen untuk menjaga profesionalisme dan independensi serta menghindari potensi benturan kepentingan, termasuk dengan menghindari kepemilikan saham yang dapat menimbulkan konflik, hubungan keluarga

in accordance with POJK No. 33/2014, which stipulates independence requirements, including the absence of affiliation with controlling shareholders and non-involvement in the Company's operational activities.

REMUNERATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The remuneration of the Board of Commissioners and the Board of Directors is determined through a process overseen by the Nomination and Remuneration function performed by the Board of Commissioners. Shareholders participate through the General Meeting of Shareholders (GMS) in considering and approving the remuneration policy, including granting authority to the Board of Commissioners and/or the Board of Directors to determine their respective remuneration.

Resolutions at the GMS are adopted through a voting process in accordance with the prevailing laws and regulations as well as the Company's Articles of Association. To date, the Company has not established a specific remuneration policy covering variable compensation, sign-on bonuses, recruitment incentives, severance payments, clawback mechanisms, or pension benefits for members of the Board of Commissioners and the Board of Directors.

All remuneration policies are formulated based on individual performance, the Company's financial condition, and prevailing market practices, and are determined through a transparent and accountable process. As of the reporting period, the Company has not implemented a remuneration scheme that links the compensation of the Board of Commissioners and the Board of Directors to ESG performance.

MANAGEMENT OF CONFLICTS OF INTEREST

Hexindo has established mechanisms to prevent and manage conflicts of interest that may arise among members of the Board of Directors and the Board of Commissioners. These mechanisms are designed to prevent the misuse of authority and position for personal, family, or group interests that could compromise independence and objectivity in the decision-making process.

The Company's conflict-of-interest provisions are set out in the Code of Conduct, the Board of Directors Charter, and the Board of Commissioners Charter. All members of the Board of Directors and the Board of Commissioners are committed to maintaining professionalism and independence while avoiding potential conflicts of interest, including refraining from share ownership that could create conflicts, family relationships

dengan pihak terkait, maupun keterlibatan dalam keputusan yang mengandung benturan kepentingan.

Hingga akhir tahun buku 2025, tidak terdapat anggota Direksi dan Dewan Komisaris Perseroan yang memiliki saham di Hexindo secara langsung maupun tidak langsung. Informasi mengenai hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau Pengendali dapat ditemukan pada bagian Direksi dan Dewan Komisaris dalam Laporan Ini.

Perseroan melakukan transaksi dengan pihak berelasi sesuai ketentuan POJK No. 42/POJK.04/2020 tentang Transaksi Afiliasi dan Transaksi Benturan Kepentingan. Transaksi tersebut merupakan kegiatan usaha rutin dan dilaksanakan dengan prinsip kewajaran (*arm's length principle*), sesuai dengan ketentuan perundang-undangan, serta dilaporkan kepada OJK. Informasi mengenai sifat hubungan afiliasi, jenis transaksi, serta saldo transaksi diungkapkan pada dalam Laporan Keuangan Perseroan.

Setiap anggota Direksi dan Dewan Komisaris wajib mengungkapkan secara transparan potensi benturan kepentingan yang dapat mempengaruhi independensi dalam pengambilan keputusan. Hal ini mencakup, namun tidak terbatas pada kepemilikan saham pribadi dan/atau keluarga, hubungan bisnis, serta jabatan rangkap.

Informasi material terkait potensi konflik kepentingan tersebut disampaikan kepada para pemangku kepentingan melalui Laporan Tahunan dan Laporan Keuangan yang telah diaudit. Pengungkapan ini mencakup kepemilikan saham, hubungan dengan pihak terkait, serta transaksi dengan pihak terkait beserta saldo terutang atau kewajiban yang timbul dari transaksi tersebut.

MANAJEMEN DAMPAK PERUSAHAAN

[2-12, 2-13] [E.1, E.3]

Dewan Komisaris dan Direksi berperan dalam menyetujui dan mengawasi pelaksanaan kebijakan keberlanjutan Perusahaan yang diselaraskan dengan pedoman dari HCM Jepang selaku entitas induk. Dalam pelaksanaannya, Direksi mendelegasikan pengelolaan isu-isu ESG kepada unit-unit terkait melalui mekanisme pelaporan triwulanan dan tahunan yang mencakup evaluasi kinerja operasional, dampak terhadap lingkungan dan sosial, serta tindak lanjut atas pemantauan risiko keberlanjutan.

with related parties, and participation in decisions involving conflicts of interest.

As of the end of the 2025 financial year, no member of the Board of Directors or the Board of Commissioners held shares in Hexindo, either directly or indirectly. Information regarding affiliations among members of the Board of Directors, the Board of Commissioners, and the Major and/or Controlling Shareholders is presented in the Board of Directors and Board of Commissioners section of this Report.

The Company conducts related-party transactions in accordance with POJK No. 42/POJK.04/2020 concerning Affiliated Transactions and Conflict of Interest Transactions. Such transactions are part of the Company's ordinary course of business and are conducted based on the arm's length principle, in compliance with applicable laws and regulations, and are duly reported to OJK. Information regarding the nature of affiliated relationships, transaction types, and outstanding balances is disclosed in the Company's Financial Statements.

Each member of the Board of Directors and the Board of Commissioners is required to disclose transparently any potential conflicts of interest that may affect their independence in decision-making. Such disclosures include, but are not limited to, personal and/or family share ownership, business relationships, and concurrent positions.

Material information relating to potential conflicts of interest is disclosed to stakeholders through the Annual Report and the audited Financial Statements. These disclosures include share ownership, relationships with related parties, and related-party transactions, together with any outstanding balances or obligations arising from such transactions.

MANAGEMENT OF THE COMPANY'S IMPACTS

The Board of Commissioners and the Board of Directors are responsible for approving and overseeing the implementation of the Company's sustainability policies, which are aligned with the guidelines established by HCM Japan as the parent entity. In carrying out these responsibilities, the Board of Directors delegates the management of ESG-related matters to the relevant organizational units through quarterly and annual reporting mechanisms covering operational performance evaluations, environmental and social impacts, as well as follow-up actions arising from sustainability risk monitoring.

Departemen CP & SMO bertanggung jawab atas pelaksanaan program CSR, yang dirancang berdasarkan hasil identifikasi dampak sosial. Realisasi dan capaian program CSR ini dilaporkan secara berkala kepada Direksi. Sementara itu, Departemen QSHE mengelola aspek lingkungan dan keselamatan kerja, dengan dukungan sistem manajemen terstandarisasi ISO 9001, ISO 14001, dan ISO 45001.

The CP & SMO Department is responsible for implementing the Company's CSR programs, which are designed based on the results of social impact assessments. The implementation and performance of these CSR programs are reported regularly to the Board of Directors. Meanwhile, the QSHE Department oversees environmental and occupational safety matters, supported by management systems certified to ISO 9001, ISO 14001, and ISO 45001 standards.

Proses identifikasi dampak ESG dilakukan secara partisipatif dengan melibatkan pemangku kepentingan eksternal seperti LSM, pelanggan, pemerintah daerah, dan masyarakat lokal. Masukan dari para pemangku kepentingan ini menjadi bahan pertimbangan penting dalam perumusan program CSR, pengambilan keputusan operasional, serta evaluasi terhadap kinerja keberlanjutan Perusahaan.

The ESG impact identification process is conducted through a participatory approach involving external stakeholders, including non-governmental organizations (NGOs), customers, local governments, and local communities. Input from these stakeholders serves as an important consideration in formulating CSR programs, supporting operational decision-making, and evaluating the Company's sustainability performance.

Pemantauan terhadap aspek risiko, termasuk risiko terkait ESG, dilakukan oleh Komite Kepatuhan dan Manajemen Risiko yang dikepalai oleh Kepala Departemen Legal. Hasil pemantauan tersebut disampaikan secara berkala kepada Direksi sebagai bahan evaluasi dalam pengembangan kebijakan dan penyempurnaan praktik keberlanjutan.

The monitoring of risks, including ESG-related risks, is carried out by the Compliance and Risk Management Committee, which is chaired by the Head of the Legal Department. The results of this monitoring are reported regularly to the Board of Directors as the basis for evaluating policies and continuously improving the Company's sustainability practices.

Dewan Komisaris menjalankan fungsi pengawasan melalui mekanisme pelaporan dari Direksi, dengan fokus pada keselarasan antara strategi keberlanjutan Perusahaan dan kebijakan grup HCM Jepang, dalam rangka memastikan praktik keberlanjutan Perusahaan berjalan sejalan dengan kebijakan HCM Jepang.

The Board of Commissioners performs its oversight function through reporting mechanisms established by the Board of Directors, with particular emphasis on ensuring alignment between the Company's sustainability strategy and the policies of the HCM Japan Group, thereby ensuring that the Company's sustainability practices remain consistent with the Group's sustainability framework.

KOMUNIKASI MASALAH PENTING [2-16, 2-26]

Hexindo telah menetapkan mekanisme yang sistematis untuk mengidentifikasi, mengelola, dan mengkomunikasikan isu-isu kritis kepada Direksi dan Dewan Komisaris. Masalah kritis mencakup isu-isu yang berpotensi memberikan dampak signifikan terhadap operasional, keuangan, reputasi, kepatuhan terhadap peraturan yang berlaku, serta aspek keberlanjutan lainnya seperti ekonomi, sosial, lingkungan, dan HAM.

COMMUNICATION OF CRITICAL ISSUES

Hexindo has established a systematic mechanism for identifying, managing, and communicating critical issues to the Board of Directors and the Board of Commissioners. Critical issues include matters that may have significant impacts on the Company's operations, financial performance, reputation, regulatory compliance, and other sustainability aspects, including economic, social, environmental, and human rights matters.

Penyampaian isu-isu tersebut dilakukan melalui jalur komunikasi yang terstruktur, disesuaikan dengan karakteristik dan tingkat urgensinya. Dalam situasi umum, karyawan dapat melaporkan permasalahan melalui jalur hierarki formal, dimulai dari atasan langsung yang kemudian dapat meneruskan laporan tersebut ke jenjang manajerial yang lebih tinggi sesuai dengan kebutuhan dan tingkat risiko yang diidentifikasi.

Such issues are communicated through structured reporting channels tailored to their nature and level of urgency. Under normal circumstances, employees may report issues through the formal reporting hierarchy, beginning with their immediate supervisors, who may escalate the matter to higher levels of management according to the nature of the issue and the level of risk identified.

Untuk isu-isu yang bersifat sensitif atau berisiko tinggi, seperti dugaan fraud, pelanggaran HAM, atau pelanggaran kepatuhan, Perusahaan menyediakan saluran pelaporan khusus melalui mekanisme *whistleblowing* yang dikelola oleh Divisi Audit Internal. Laporan yang diterima melalui saluran ini akan diverifikasi dan ditindaklanjuti oleh Komite Kepatuhan dan Manajemen Risiko, dan disampaikan kepada Direksi jika terbukti valid.

For sensitive or high-risk matters, such as suspected fraud, human rights violations, or compliance breaches, the Company provides a dedicated reporting channel through its whistleblowing mechanism, which is administered by the Internal Audit Division. Reports submitted through this channel are verified and followed up by the Compliance and Risk Management Committee before being escalated to the Board of Directors when substantiated.

Di sisi lain, isu-isu yang berkaitan dengan hubungan industrial atau pemenuhan hak-hak karyawan disalurkan melalui forum bipartit antara manajemen dan perwakilan serikat pekerja. Forum ini berfungsi sebagai wadah komunikasi resmi untuk membahas dan mencari solusi atas permasalahan yang dihadapi sebelum disampaikan kepada Direksi.

Meanwhile, matters relating to industrial relations or employee rights are addressed through a bipartite forum involving management and employee union representatives. This forum serves as the Company's formal communication platform for discussing issues and identifying appropriate solutions before they are escalated to the Board of Directors.

Apabila suatu masalah dinilai memiliki dampak strategis atau mengandung risiko tinggi terhadap keberlangsungan Perusahaan, Direksi akan membahasnya dalam rapat internal dan/atau rapat gabungan dengan Dewan Komisaris guna memperoleh arahan dan keputusan strategis.

Where an issue is considered to have strategic implications or poses significant risks to the Company's business continuity, the Board of Directors will deliberate on the matter through internal meetings and/or joint meetings with the Board of Commissioners to obtain strategic direction and appropriate decisions.

PENGEMBANGAN KOMPETENSI KEBERLANJUTAN [2-9, 2-17]

Perseroan menyadari bahwa penerapan prinsip keberlanjutan yang efektif memerlukan dukungan kompetensi yang memadai dari Dewan Komisaris dan Direksi. Oleh karena itu, Perseroan secara berkelanjutan mendorong pengembangan pengetahuan dan pemahaman terkait aspek ekonomi, lingkungan, sosial, dan tata kelola (*Environmental, Social, and Governance* atau ESG) melalui berbagai program pengembangan kompetensi, seminar, pelatihan, maupun forum diskusi yang relevan dengan perkembangan industri dan praktik keberlanjutan.

SUSTAINABILITY COMPETENCY DEVELOPMENT

The Company recognizes that the effective implementation of sustainability principles requires the Board of Commissioners and the Board of Directors to possess adequate competencies. Accordingly, the Company continuously promotes the enhancement of knowledge and understanding relating to economic, environmental, social, and governance (ESG) matters through various competency development programs, seminars, training sessions, and discussion forums that are relevant to industry developments and evolving sustainability practices.

Selain kompetensi yang mendukung pelaksanaan fungsi pengawasan dan pengelolaan perusahaan, Dewan Komisaris dan Direksi juga didorong untuk memperdalam pemahaman mengenai isu-isu keberlanjutan yang dapat memengaruhi kinerja dan keberlangsungan usaha Perseroan. Upaya tersebut diharapkan dapat memperkuat kualitas pengambilan keputusan strategis sekaligus mendukung integrasi aspek keberlanjutan dalam kegiatan usaha Perseroan.

In addition to strengthening the competencies required to perform their supervisory and management functions, members of the Board of Commissioners and the Board of Directors are encouraged to deepen their understanding of sustainability issues that may affect the Company's performance and long-term business continuity. These initiatives are expected to enhance the quality of strategic decision-making while supporting the integration of sustainability considerations into the Company's business activities.

Informasi lebih lanjut mengenai partisipasi Dewan Komisaris dan Direksi dalam berbagai kegiatan pengembangan kompetensi dapat dilihat pada bagian Kegiatan Pengembangan

Further information regarding the participation of the Board of Commissioners and the Board of Directors in competency development programs is presented in the Board

Kompetensi Dewan Komisaris dan Kegiatan Pengembangan Kompetensi Direksi dalam Laporan ini.

EVALUASI KINERJA DEWAN KOMISARIS DAN DIREKSI [2-18]

Perseroan melakukan evaluasi kinerja terhadap Dewan Komisaris dan Direksi guna memastikan efektivitas pengawasan dan pencapaian tujuan strategis, khususnya terkait dampak ekonomi dan keberlanjutan usaha. Evaluasi ini dilakukan setiap tahun oleh Dewan Komisaris secara independen, selaku pelaksana fungsi Nominasi dan Remunerasi, dengan mengacu pada pencapaian *Key Performance Indicators* (KPI) tahunan. Selain itu, Direksi dan Dewan Komisaris juga menerapkan kebijakan self-assessment untuk memperkuat akuntabilitas masing-masing.

Hasil evaluasi disampaikan kepada Pemegang Saham melalui RUPS Tahunan, dan menjadi dasar pengambilan keputusan strategis, termasuk rotasi atau penggantian anggota, penyusunan ulang strategi operasional, pengembangan kompetensi, dan penyesuaian remunerasi. Hingga akhir tahun buku 2025, evaluasi kinerja Direksi dan Dewan Komisaris masih difokuskan pada kinerja ekonomi dan pengawasan kinerja Perusahaan, adapun evaluasi atas kinerja ESG masih dalam tahap perencanaan.

MANAJEMEN DAN IMPLEMENTASI ANTIKORUPSI [205-1, 205-2, 205-3]

Sebagai bagian dari komitmen terhadap GCG, Perseroan telah melakukan identifikasi dan penilaian terhadap risiko korupsi di seluruh aktivitas operasional.

Untuk mengelola risiko tersebut, Perseroan telah menetapkan dan menerapkan berbagai kebijakan serta prosedur antikorupsi yang dituangkan dalam Kebijakan Antikorupsi, Pedoman Perilaku, Piagam Direksi, dan Piagam Dewan Komisaris yang dapat diakses publik melalui situs web resmi Perseroan sebagai bentuk transparansi dan akuntabilitas. Selain itu, Perseroan juga aktif mengkomunikasikan komitmen antikorupsi melalui media sosial, agar tidak hanya sebatas disampaikan dalam lingkungan internal, melainkan juga kepada masyarakat luas.

of Commissioners Competency Development Activities and Board of Directors Competency Development Activities sections of this Report.

PERFORMANCE EVALUATION OF THE BOARD OF COMMISSIONERS AND THE BOARD OF DIRECTORS

The Company conducts performance evaluations of the Board of Commissioners and the Board of Directors to ensure the effectiveness of oversight and the achievement of strategic objectives, particularly those relating to economic performance and business sustainability. These evaluations are conducted annually by the Board of Commissioners in its capacity as the body performing the Nomination and Remuneration function, based on the achievement of annual Key Performance Indicators (KPIs). In addition, both the Board of Commissioners and the Board of Directors conduct self-assessments to further strengthen individual and collective accountability.

The results of the evaluations are presented to the Shareholders at the Annual General Meeting of Shareholders (AGMS) and serve as the basis for strategic decisions, including board rotation or replacement, the refinement of operational strategies, competency development initiatives, and remuneration adjustments. As of the end of the 2025 financial year, the performance evaluations of the Board of Commissioners and the Board of Directors remained primarily focused on economic performance and the oversight of the Company's overall performance, while the evaluation of ESG performance was still in the planning stage.

ANTI-CORRUPTION MANAGEMENT AND IMPLEMENTATION

As part of its commitment to Good Corporate Governance (GCG), the Company has conducted the identification and assessment of corruption risks across all operational activities.

To manage these risks, the Company has established and implemented a range of anti-corruption policies and procedures, which are set out in the Anti-Corruption Policy, the Code of Conduct, the Board of Directors Charter, and the Board of Commissioners Charter. These documents are publicly accessible through the Company's official website as part of its commitment to transparency and accountability. In addition, the Company actively communicates its anti-corruption commitment through social media, ensuring that this commitment is communicated not only within the organization but also to the wider public.

Selain itu, Direksi dan manajemen memiliki peran penting dalam mendorong budaya integritas, sekaligus menjadi contoh dalam penerapan standar etika dan kepatuhan. Untuk memperkuat sistem yang ada, Perseroan telah:

- Menyediakan sumber daya yang memadai;
- Membentuk Komite Kepatuhan dan Manajemen Risiko; serta
- Melakukan sosialisasi kebijakan kepada karyawan melalui berbagai media, seperti e-learning, poster, video, email blast, dan materi penyambutan karyawan baru.

Furthermore, the Board of Directors and management play a key role in fostering a culture of integrity while setting the standard for ethical conduct and regulatory compliance. To strengthen its anti-corruption framework, the Company has:

- Provided adequate resources to support anti-corruption initiatives;
- Established the Compliance and Risk Management Committee; and
- Conducted policy awareness programs for employees through various communication channels, including e-learning, posters, videos, email blasts, and new employee orientation materials.

Hingga akhir tahun buku 2025, kebijakan dan prosedur antikorupsi telah dikomunikasikan kepada seluruh anggota Dewan Komisaris, Direksi, karyawan, dan Mitra Bisnis Perseroan. Perseroan secara konsisten menerapkan prinsip integritas dan *zero tolerance* terhadap segala bentuk korupsi melalui penguatan budaya kepatuhan, sosialisasi kebijakan, serta penerapan pengendalian internal yang mendukung praktik bisnis yang etis dan bertanggung jawab.

As of the end of the 2025 financial year, the Company's anti-corruption policies and procedures had been communicated to all members of the Board of Commissioners, the Board of Directors, employees, and the Company's Business Partners. The Company consistently upholds the principles of integrity and a zero-tolerance approach to all forms of corruption by strengthening its compliance culture, continuously communicating its policies, and implementing internal control systems that support ethical and responsible business practices.

Sebagai mekanisme pengaduan, Perseroan memiliki Sistem WBS berdasarkan SK Direksi No. 072/SK-DIR/2016 yang digunakan untuk menangani laporan terkait:

- Pelanggaran Pedoman Perilaku;
- Pelanggaran hukum dan SOP; serta
- Risiko yang berpotensi merugikan secara finansial, reputasi, atau lingkungan.

As part of its grievance mechanism, the Company has established a Whistleblowing System (WBS) based on Board of Directors Decree No. 072/SK-DIR/2016, which is used to handle reports relating to:

- Violations of the Code of Conduct;
- Violations of laws and the Company's Standard Operating Procedures (SOPs); and
- Risks that may result in financial losses, reputational damage, or environmental impacts.

Berbagai inisiatif tersebut berkontribusi terhadap terciptanya lingkungan kerja yang bersih dan berintegritas. Sepanjang tahun buku 2025, Perseroan tidak menghadapi kasus hukum atau insiden korupsi yang terbukti. Selain itu, tidak terdapat pemberhentian, sanksi terhadap karyawan, maupun pemutusan hubungan kerja dengan mitra bisnis yang disebabkan oleh pelanggaran tindak pidana korupsi.

These initiatives have contributed to fostering a clean and high-integrity working environment. Throughout the 2025 financial year, the Company recorded no confirmed corruption incidents or legal cases related to corruption. Furthermore, there were no employee dismissals, disciplinary sanctions, or termination of business relationships with business partners resulting from corruption-related offenses.

Aspek Ekonomi
Economic Aspect

Topik Material yang Tercakup [3-2]
Material Topic Covered

Kinerja Ekonomi
Economic Performance



KOMITMEN TERHADAP KEBERLANJUTAN EKONOMI [3-3]

Kinerja ekonomi mencerminkan kapabilitas Perusahaan dalam menciptakan nilai berkelanjutan bagi pemegang saham dan pemangku kepentingan, sehingga Perseroan perlu menjaga stabilitas keuangan guna mendukung keberlanjutan usaha.

Dampak dan Pengelolaan Dampak [E.5]

Kegiatan usaha Perseroan terus memberikan kontribusi terhadap pertumbuhan ekonomi nasional melalui penyediaan alat berat dan layanan purna jual bagi sektor-sektor strategis, seperti pertambangan, konstruksi, kehutanan, dan perkebunan. Seiring meningkatnya kebutuhan akan produktivitas dan efisiensi operasional, Perseroan mendukung berbagai proyek nasional serta aktivitas industri melalui penyediaan solusi alat berat yang andal, layanan pemeliharaan, dan inovasi digital yang meningkatkan kinerja pelanggan.

Di sisi lain, Perseroan menghadapi berbagai tantangan, antara lain dinamika permintaan alat berat yang dipengaruhi kondisi ekonomi global, transisi menuju praktik bisnis yang lebih berkelanjutan, serta meningkatnya ekspektasi terhadap efisiensi energi dan pengurangan emisi. Untuk menjawab tantangan tersebut, Perseroan terus memperkuat layanan *Condition-Based Monitoring* (CBM), program *remanufacturing* komponen, digitalisasi layanan melalui HSA Mobile Apps, serta menghadirkan produk dan solusi baru yang mendukung produktivitas pelanggan sekaligus menciptakan nilai jangka panjang secara berkelanjutan.

COMMITMENT TO ECONOMIC SUSTAINABILITY

The Company's economic performance reflects its ability to create sustainable value for shareholders and stakeholders. Accordingly, the Company is committed to maintaining sound financial stability to support long-term business sustainability.

Impacts and Impact Management

The Company's business activities continue to contribute to national economic growth through the provision of heavy equipment and after-sales services for strategic sectors, including mining, construction, forestry, and plantations. As demand for higher productivity and operational efficiency continues to increase, the Company supports various national projects and industrial activities by delivering reliable heavy equipment solutions, comprehensive maintenance services, and digital innovations that enhance customer performance.

At the same time, the Company faces a number of challenges, including fluctuations in heavy equipment demand driven by global economic conditions, the transition toward more sustainable business practices, and increasing expectations for energy efficiency and greenhouse gas emission reduction. In response, the Company continues to strengthen its Condition-Based Monitoring (CBM) services, expand its component remanufacturing program, accelerate service digitalization through HSA Mobile Apps, and introduce new products and solutions that enhance customer productivity while creating sustainable long-term value.

Komitmen dan Kebijakan

Perseroan berkomitmen untuk menciptakan pertumbuhan ekonomi yang berkelanjutan melalui penyediaan solusi alat berat yang inovatif, efisien, dan berorientasi pada kebutuhan pelanggan. Komitmen tersebut diwujudkan melalui pengembangan layanan purna jual yang terintegrasi, program *remanufacturing* komponen, layanan *Condition-Based Monitoring* (CBM), serta digitalisasi layanan melalui HSA Mobile Apps guna meningkatkan keandalan operasional pelanggan.

Tindakan dan Efektivitas

Perseroan terus memperkuat kapabilitas layanan dan inovasi bisnis guna menjawab dinamika industri serta kebutuhan pelanggan yang terus berkembang. Upaya tersebut diwujudkan melalui penguatan layanan purna jual, pemanfaatan *Condition-Based Monitoring* (CBM), program *remanufacturing* komponen, serta digitalisasi layanan melalui HSA Mobile Apps untuk meningkatkan keandalan alat berat dan efisiensi operasional pelanggan. Perseroan juga menyediakan berbagai solusi bernilai tambah, seperti *Full Maintenance Contract* (FMC), penyediaan suku cadang yang lebih lengkap, serta layanan teknis yang responsif.

Pengembangan portofolio produk melalui peluncuran Hitachi ZX550LC-7G, ZX350LC-7G *Material Handling*, *ConSite Genuine Coolant* 30% dan 50%, Foton EV, serta TIANLI Tire semakin memperkuat kemampuan Perseroan dalam memenuhi kebutuhan pelanggan. Berbagai inisiatif tersebut turut mendukung peningkatan produktivitas, keandalan operasional, serta penciptaan nilai jangka panjang yang berkelanjutan.

Keterlibatan Pemangku Kepentingan

Bentuk keterlibatan pemangku kepentingan Perseroan dalam mendukung ekonomi yang berkelanjutan, antara lain:

- Pelanggan yang berkontribusi melalui penyampaian masukan terhadap layanan serta pemanfaatan teknologi digital dalam pemantauan kebutuhan operasional;
- Manajemen Perusahaan yang menjalankan fungsi pengawasan melalui evaluasi transaksi dan pelaporan kinerja; serta
- Pemegang saham dan investor yang memperoleh informasi transparan terkait keberlanjutan melalui Laporan Tahunan yang telah diaudit.

Commitment and Policy

The Company is committed to fostering sustainable economic growth by providing innovative, efficient, and customer-oriented heavy equipment solutions. This commitment is demonstrated through the continuous enhancement of integrated after-sales services, the expansion of component remanufacturing programs, the implementation of Condition-Based Monitoring (CBM) services, and the digitalization of customer services through HSA Mobile Apps to improve customers' operational reliability.

Actions and Effectiveness

The Company continues to strengthen its service capabilities and business innovation to address industry dynamics and the evolving needs of its customers. These efforts include enhancing after-sales services, expanding the use of Condition-Based Monitoring (CBM), strengthening its component remanufacturing program, and accelerating service digitalization through HSA Mobile Apps to improve heavy equipment reliability and customers' operational efficiency. In addition, the Company provides various value-added solutions, including Full Maintenance Contracts (FMC), a more comprehensive range of spare parts, and responsive technical support services.

The expansion of the Company's product portfolio through the introduction of the Hitachi ZX550LC-7G, ZX350LC-7G Material Handling, ConSite Genuine Coolant 30% and 50%, Foton EV, and TIANLI Tires has further strengthened its capability to meet customers' diverse operational requirements. Collectively, these initiatives contribute to higher productivity, improved operational reliability, and the creation of sustainable long-term value.

Stakeholder Engagement

The Company's stakeholder engagement in supporting sustainable economic growth includes:

- Customers, through the provision of feedback on products and services and the utilization of digital technologies to monitor operational requirements;
- Company Management, through oversight of business transactions and performance reporting; and
- Shareholders and investors, through transparent sustainability disclosures presented in the Company's audited Annual Report.

PERFORMA BISNIS HEXINDO

Sebagai wujud komitmen terhadap keberlanjutan, Perseroan senantiasa menjaga kinerja ekonomi yang sehat sekaligus berkontribusi nyata bagi pemangku kepentingan melalui distribusi nilai ekonomi dan inisiatif sosial serta lingkungan.

HEXINDO BUSINESS PERFORMANCE

As part of its commitment to sustainability, the Company consistently maintains sound economic performance while creating tangible value for stakeholders through economic value distribution and various social and environmental initiatives.

Kinerja Ekonomi dan Bisnis [201-1] [C.2, F.2]

Di tengah dinamika industri dan perubahan kondisi pasar, Perseroan terus berupaya menjaga keberlanjutan usaha melalui pengelolaan operasional yang efektif dan strategi bisnis yang adaptif. Kinerja ekonomi dan bisnis Perseroan dalam 3 (tiga) tahun buku terakhir disajikan sebagai berikut:

Economic and Business Performance

Amid evolving industry dynamics and changing market conditions, the Company continues to safeguard business sustainability through effective operational management and adaptive business strategies. The Company's economic and business performance over the past three financial years is presented as follows:

Kinerja Ekonomi dan Bisnis [C.3,F.2]
Economic and Business Performance

Uraian Description	FY2025			FY2024			FY2023		
	Target	Realisasi Realization	%	Target	Realisasi Realization	%	Target	Realisasi Realization	%
Penjualan (Unit) **Sales (Unit)**									
Mid Excavator >6T including mining excavator	2.929	3.164	108,0	2.356	2.597	110,2	2.797	2.614	93,5
Mini Excavator	262	243	92,8	330	249	75,5	400	265	66,3
Articulated Dump Truck (BELL)	31	0	0,0	60	3	5,0	33	33	100,0
Wheel Loader	32	42	131,3	27	37	137,0	50	33	66,0
Rigid Dump Truck (HITACHI)	-	-	-	-	-	-	22	22	100,0
Foton Dump Truck[2)]	1.000	384	38,4	1.000	397	39,7	-	17	N/A
Dynapac Soil Roller	10	8	80,0	50	29	58,0	-	9	N/A
Morooka Carrier Dump	30	23	76,7	50	21	42,0	-	7	N/A
Waratah Harvester	-	-	-	25	0	0,0	-	31	N/A
BX100 Backhoe Loader	20	16	80,0	-	-	-	-	-	N/A
Kinerja Keuangan (USD) **Financial Performance (USD)**									
Penghasilan Neto Net Revenues	609.864.684	515.423.217	84,5	572.874.229	522.714.838	91,2	651.289.000	612.326.209	94,0
Laba Bruto Gross Profit	116.683.458	90.183.254	77,3	125.959.702	110.300.635	87,6	136.424.000	138.378.398	101,4
Laba Usaha Operating Profit	51.476.732	27.648.992	53,7	58.484.722	47.138.143	80,6	70.716.000	77.214.295	109,2
Laba Tahun Berjalan Profit for the Year	34.976.100	15.983.119	45,7	44.067.878	31.061.735	70,5	51.534.000	55.711.878	108,1
Struktur Modal (USD) **Capital Structure (USD)**									
Liabilitas Jangka Pendek Current Liabilities	253.119.864	221.698.473	87,6	228.903.198	267.951.014	117,1	212.151.000	215.255.933	101,5
Liabilitas Jangka Panjang Non-Current Liabilities	17.947.440	20.333.892	113,3	15.130.062	17.948.090	118,6	12.700.000	14.991.050	118,0

Uraian Description	FY2025			FY2024			FY2023		
	Target	Realisasi Realization	%	Target	Realisasi Realization	%	Target	Realisasi Realization	%
Jumlah Liabilitas Total Liabilities	271.067.304	242.032.365	89,3	244.033.260	285.899.104	117,2	224.851.000	230.246.983	102,4
Jumlah Ekuitas Total Equity	183.784.653	165.000.120	89,8	179.592.327	171.061.006	95,2	171.540.000	179.184.538	104,5
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	454.851.957	407.032.485	89,5	423.625.587	456.960.110	107,9	396.391.000	409.431.521	103,3

Selain itu, kinerja Perseroan juga tercermin dari nilai ekonomi yang dihasilkan, didistribusikan, dan ditahan sebagai cerminan atas kontribusi Perseroan terhadap kesejahteraan pemangku kepentingan dan keberlangsungan operasional Perusahaan. Adapun distribusi nilai ekonomi Perseroan dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

In addition, the Company's performance is reflected in the economic value generated, distributed, and retained, which demonstrates its contribution to stakeholder prosperity and the long-term sustainability of the Company's operations. The distribution of the Company's economic value over the past three financial years is presented as follows:

Nilai Ekonomi yang Dihasilkan, Didistribusikan, dan Ditahan [201-1]

Economic Value Generated, Distributed, and Retained

Uraian	FY2025 (USD)	FY2024 (USD)	FY2023 (USD)	Description
Nilai Ekonomi yang Dihasilkan (a)				**Economic Value Generated (a)**
Penerimaan kas	560.865.847	484.166.695	651.019.467	Cash inflows
Nilai Ekonomi yang Didistribusikan (b)				**Economic value distributed (b)**
Biaya Operasional	413.694.730	416.776.124	558.922.193	Operating Expenses
Upah dan tunjangan karyawan	33.762.995	33.690.271	33.636.056	Employee wages and benefits
Pembayaran kepada penyandang dana	28.992.439	46.311.478	47.259.391	Payments to providers of capital
Pembayaran kepada pemerintah	9.117.722	9.114.837	16.432.409	Payments to government
Investasi kemasyarakatan (CSR)	55.090	22.148	27.347	Community investments (CSR)
Jumlah Nilai Ekonomi yang Didistribusikan	**485.622.976**	**505.914.858**	**656.277.396**	**Total Economic Value Distributed**
Nilai Ekonomi yang Ditahan (a – b)				**Total Economic Value Retained (a-b)**
Nilai Ekonomi yang Ditahan	**75.242.871**	**(21.748.163)**	**(5.257.929)**	**Total Economic Value Retained**

Kinerja Keuangan Berkelanjutan [201-2] [F.3]

Selain mengukur pencapaian dari sisi finansial, Perseroan juga menilai kinerjanya berdasarkan kontribusi terhadap keberlanjutan melalui praktik bisnis yang bertanggung jawab dan berdampak positif jangka panjang. Cerminan dari komitmen ini terlihat dalam alokasi dana untuk kegiatan sosial, lingkungan, serta pengembangan kapasitas karyawan. Adapun kinerja keuangan berkelanjutan Perseroan dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

Sustainable Financial Performance

In addition to measuring its financial achievements, the Company also evaluates its performance based on its contribution to sustainability through responsible business practices that create long-term positive impacts. This commitment is reflected in the allocation of resources to social and environmental initiatives, as well as employee capacity development. The Company's sustainable financial performance over the past three financial years is presented as follows:

Kinerja Keuangan Berkelanjutan [202-1] [F.3, F.4]
Sustainable Financial Performance

Uraian	FY2025			FY2024			FY2023			Description
	Target	Realisasi Realization	%	Target	Realisasi Realization	%	Target	Realisasi Realization	%	
Biaya CSR (USD)	56.870	55.090	96,9	51.590	22.148	42,9	73.889	27.347	37,0	CSR Expenses (USD)
Biaya Lingkungan (Rp ribu)	718.395	638.847	88,9	834.437	725.518	86,9	903.439	865.057	95,8	Environmental Expenses (Rp thousand)
Biaya Pelatihan Karyawan (Rp ribu)	5.501.740	3.930.551	71,4	4.061.000	2.747.168	67,6	9.545.264	4.165.204	43,6	Employee Training Costs (Rp thousand)

Bantuan Finansial dari Pemerintah [201-4]

Selama tahun buku 2025, Perseroan tidak menerima bantuan keuangan maupun insentif finansial dari Pemerintah.

Financial Assistance from the Government

Throughout the 2025 financial year, the Company did not receive any financial assistance or financial incentives from the Government.

Aspek Lingkungan
Environmental Aspect

Topik Material yang Tercakup [3-2]
Material Topic Covered

Energi | Limbah
Energy | Waste



KOMITMEN TERHADAP KEBERLANJUTAN LINGKUNGAN [3-3]

Kegiatan operasional Perseroan membutuhkan energi dalam jumlah besar yang berkontribusi terhadap emisi, serta menghasilkan limbah. Oleh karena itu, Hexindo perlu mengoptimalkan penggunaan energi dan mengelola limbah secara efektif untuk meminimalkan dampak terhadap lingkungan.

Dampak dan Pengelolaan Dampak

Kegiatan operasional Perseroan berpotensi menimbulkan dampak lingkungan, seperti emisi GRK dari penggunaan energi fosil dan emisi konvensional dari aktivitas workshop, disertai dengan limbah B3 dan non-B3 yang dihasilkan. Untuk

COMMITMENT TO ENVIRONMENTAL SUSTAINABILITY

The Company's operations require substantial energy consumption, which contributes to emissions and generates waste. Accordingly, Hexindo is committed to optimizing energy use and managing waste effectively to minimize its environmental impacts.

Impacts and Impact Management

The Company's operational activities have the potential to generate environmental impacts, including greenhouse gas (GHG) emissions from fossil fuel consumption, conventional emissions from workshop activities, and the generation of

memitigasinya, Perseroan menjalankan program efisiensi energi dan pengurangan emisi GRK, mengelola limbah melalui prinsip 3R serta kemitraan dengan bank sampah, dan menerapkan teknologi penghematan serta daur ulang air.

Komitmen dan Kebijakan

Komitmen Perseroan terhadap pengelolaan lingkungan diwujudkan melalui penerapan Kebijakan QSHE yang mengacu pada standar keberlanjutan dan kepatuhan terhadap regulasi nasional maupun internasional. Kebijakan ini memuat prinsip pengelolaan lingkungan yang bertanggung jawab dan mendukung pencapaian SDGs, khususnya SDG 7 (Energi Bersih dan Terjangkau) serta SDG 13 (Penanganan Perubahan Iklim). Implementasi kebijakan ini dilakukan melalui:

- Pelarangan penggunaan bahan kimia perusak ozon seperti CFC dan PCB sesuai ketentuan Protokol Montreal;
- Pengembangan bertahap sumber energi terbarukan, antara lain melalui instalasi panel surya di fasilitas operasional; dan
- Penerapan sistem pemantauan dan evaluasi kinerja lingkungan secara berkelanjutan untuk memastikan kesesuaian dengan komitmen QSHE.

Tindakan dan Efektivitas

Dalam mengelola dampak lingkungan, Perseroan menjalankan berbagai inisiatif, mulai dari pemantauan emisi kendaraan dan penggunaan material ramah lingkungan, hingga kerja sama dengan vendor berizin untuk pengolahan limbah B3. Upaya ini diperkuat dengan program CSR penghijauan serta digitalisasi dokumen. Seluruh tindakan tersebut menunjukkan efektivitas nyata, tercermin dari penurunan konsumsi energi, emisi GRK, dan volume limbah, serta tidak adanya tumpahan B3 sepanjang 2025.

Keterlibatan Pemangku Kepentingan

Bentuk keterlibatan pemangku kepentingan Perseroan dalam pengelolaan lingkungan hidup dan pengurangan dampak ekologis, antara lain:

- Dinas Lingkungan Hidup yang berperan dalam memberikan sosialisasi mengenai pengelolaan sampah dan mendukung pelaksanaan program penghijauan;
- Bank Sampah dan LSM yang berkontribusi dalam proses daur ulang limbah anorganik yang memiliki nilai ekonomis;

hazardous and non-hazardous waste. To mitigate these impacts, the Company implements energy efficiency and GHG emission reduction programs, manages waste in accordance with the Reduce, Reuse, Recycle (3R) principles in collaboration with waste banks, and applies water-saving and water recycling technologies.

Commitment and Policy

The Company's commitment to environmental management is reflected in the implementation of its QSHE Policy, which is aligned with sustainability standards and compliance with both national and international regulations. The policy establishes principles for responsible environmental management and supports the achievement of the Sustainable Development Goals (SDGs), particularly SDG 7 (Affordable and Clean Energy) and SDG 13 (Climate Action). The policy is implemented through:

- Prohibiting the use of ozone-depleting substances such as CFCs and PCBs in accordance with the Montreal Protocol;
- Gradually expanding the use of renewable energy sources, including the installation of solar panels at operational facilities; and
- Implementing continuous environmental performance monitoring and evaluation systems to ensure compliance with the Company's QSHE commitments.

Actions and Effectiveness

To manage its environmental impacts, the Company implements various initiatives, ranging from vehicle emission monitoring and the use of environmentally friendly materials to collaboration with licensed waste management service providers for the treatment of hazardous waste. These efforts are further strengthened through environmental CSR programs, including tree-planting initiatives and document digitalization. The effectiveness of these initiatives is demonstrated by reductions in energy consumption, greenhouse gas emissions, and waste generation, as well as the absence of hazardous material spills throughout 2025.

Stakeholder Engagement

The Company's stakeholder engagement in environmental management and ecological impact reduction includes:

- Environmental Agencies, which provide education on waste management and support the implementation of greening programs;
- Waste Banks and non-governmental organizations (NGOs), which contribute to the recycling of economically valuable inorganic waste;

- Karyawan yang terlibat melalui pelatihan K3L serta partisipasi aktif dalam implementasi program 3R dan kegiatan CSR di bidang lingkungan; dan
- Vendor pengelola limbah yang dimonitor secara transparan melalui sistem *e-Manifest* sebagai bentuk akuntabilitas pengelolaan limbah.

RISIKO, PELUANG, DAN DAMPAK LINGKUNGAN DAN PERUBAHAN IKLIM [201-2]

Perubahan iklim menimbulkan berbagai risiko lingkungan dan regulasi yang dapat mempengaruhi operasional Perseroan. Meski demikian, perubahan ini juga membuka peluang untuk memperkuat praktik keberlanjutan melalui inisiatif hijau dan pengelolaan limbah yang lebih efisien.

Risiko Lingkungan dan Peluang Adaptasi Iklim

Risiko utama yang dihadapi oleh Perseroan meliputi penurunan kualitas udara akibat emisi dari workshop, genset, dan kendaraan operasional, potensi pencemaran air dari limbah cair domestik maupun limbah B3, serta kebisingan yang ditimbulkan dari aktivitas operasional. Selain itu, terdapat risiko regulatif berupa potensi ketidakpatuhan terhadap baku mutu lingkungan sebagaimana diatur dalam Permen LHK maupun Peraturan Pemerintah terkait.

Di sisi lain, perubahan iklim juga membuka sejumlah peluang, antara lain melalui pelaksanaan program penghijauan, pembangunan biopori dan sumur resapan, serta kerja sama dalam pengelolaan limbah untuk meningkatkan efisiensi dan keberlanjutan operasional.

Dampak dan Implikasi Operasional

Secara operasional, perubahan iklim dapat menyebabkan gangguan pada aktivitas workshop dan area kerja (yard), terutama akibat akumulasi polusi udara atau genangan air saat curah hujan tinggi. Kegagalan dalam memenuhi standar lingkungan juga berisiko mengganggu kelangsungan operasional serta dapat menimbulkan sanksi administratif maupun pidana.

Berdasarkan UU No. 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup, pelanggaran terhadap baku mutu lingkungan dapat dikenakan denda hingga Rp15 miliar apabila pencemaran menyebabkan korban jiwa, serta denda hingga Rp3 miliar untuk pelanggaran administratif seperti pembuangan limbah tanpa izin.

- Employees, who participate through Occupational Health, Safety, and Environmental (OHSE) training, as well as the implementation of 3R initiatives and environmental CSR programs; and
- Waste management service providers, whose activities are monitored transparently through the e-Manifest system to ensure accountability in waste management.

ENVIRONMENTAL AND CLIMATE CHANGE RISKS, OPPORTUNITIES, AND IMPACTS

Climate change presents a range of environmental and regulatory risks that may affect the Company's operations. At the same time, it creates opportunities to strengthen sustainability practices through green initiatives and more efficient waste management.

Environmental Risks and Climate Adaptation Opportunities

The Company's principal environmental risks include declining air quality resulting from emissions generated by workshop activities, generators, and operational vehicles, potential water pollution from domestic wastewater and hazardous waste, and noise generated by operational activities. In addition, the Company faces regulatory risks associated with potential non-compliance with environmental quality standards stipulated under regulations issued by the Ministry of Environment and Forestry and other relevant Government regulations.

Conversely, climate change also presents opportunities, including the implementation of greening initiatives, the development of biopores and infiltration wells, and collaboration in waste management to improve operational efficiency and sustainability.

Operational Impacts and Implications

From an operational perspective, climate change may disrupt workshop activities and yard operations, particularly due to increased air pollution or flooding resulting from heavy rainfall. Failure to comply with environmental standards may also disrupt business continuity and expose the Company to administrative or criminal sanctions.

Pursuant to Law No. 32 of 2009 concerning Environmental Protection and Management, violations of environmental quality standards may result in fines of up to Rp15 billion where pollution causes fatalities, and up to Rp3 billion for administrative violations such as the unauthorized disposal of waste.

Mitigasi, Adaptasi dan Alokasi Biaya [F.4]

Sebagai bentuk mitigasi dan adaptasi, Perseroan menerapkan sejumlah strategi, antara lain program penghijauan, pemeliharaan rutin genset, IPAL dengan sistem grease trap, serta pemilahan sampah dan kerja sama dengan mitra dalam pengelolaan limbah.

Sepanjang tahun buku 2025, total biaya lingkungan yang dikeluarkan oleh Perseroan tercatat sebesar Rp638.847.420. Biaya ini mencakup uji lingkungan, pengelolaan limbah domestik dan B3, serta pemeliharaan IPAL. Seluruh langkah ini terbukti efektif dalam menjaga kepatuhan terhadap baku mutu lingkungan yang berlaku.

Pengaduan Terkait Lingkungan [2-27][F.16]

Perseroan belum membentuk saluran pengaduan khusus yang secara spesifik menangani masalah lingkungan. Meski demikian, keluhan atau pengaduan terkait isu lingkungan dapat disampaikan melalui saluran komunikasi resmi Perseroan, antara lain:

Mitigation, Adaptation, and Cost Allocation

As part of its mitigation and adaptation efforts, the Company implements a number of initiatives, including greening programs, routine generator maintenance, wastewater treatment facilities equipped with grease trap systems, waste segregation, and collaboration with business partners in waste management.

Throughout the 2025 financial year, the Company's total environmental expenditure amounted to Rp638.847.420. These expenditures covered environmental testing, domestic and hazardous waste management, and the maintenance of wastewater treatment facilities. These initiatives have proven effective in ensuring continued compliance with applicable environmental quality standards.

Environmental Grievances

The Company has not established a dedicated grievance mechanism specifically for environmental issues. Nevertheless, environmental complaints or concerns may be submitted through the Company's official communication channels, including:

CONTACT US

Website www.hexindo-tbk.co.id	Email corporate@hexindo-tbk.co.id	Phone +62 21 4611 688

Sepanjang tahun buku 2025, Perseroan tidak menerima pengaduan dari masyarakat sekitar terkait lingkungan, dan tidak terdapat kasus ketidakpatuhan terhadap peraturan perundang-undangan di bidang lingkungan hidup dari kegiatan operasional Perusahaan.

Throughout the 2025 financial year, the Company received no environmental complaints from surrounding communities and recorded no cases of non-compliance with environmental laws and regulations arising from its operational activities.

PENGELOLAAN ENERGI [302-1, 302-2, 302-3, 302-4, 302-5] [F.6, F.7, F.12]

Sebagai bagian dari komitmen keberlanjutan, Perseroan senantiasa mengoptimalkan penggunaan energi melalui efisiensi operasional dan inovasi teknologi. Pengelolaan energi dilakukan secara terukur untuk meminimalkan dampak lingkungan, menekan biaya operasional, serta mendukung SDG 7 dan 13.

ENERGY MANAGEMENT

As part of its sustainability commitment, the Company continuously optimizes energy consumption through operational efficiency and technological innovation. Energy management is carried out in a systematic and measurable manner to minimize environmental impacts, reduce operating costs, and support the achievement of SDG 7 and SDG 13.

Sumber Energi

Perseroan menggunakan 3 (tiga) jenis sumber energi untuk kegiatan operasionalnya, yaitu:

- Bensin dan solar untuk kendaraan operasional dan genset; serta
- Listrik dari PLN untuk operasional perkantoran.

Hingga akhir tahun buku 2025, pemanfaatan energi terbarukan belum menunjukkan kontribusi yang signifikan, di mana hampir seluruh kebutuhan energi Perseroan masih bergantung pada sumber energi berbasis fosil. Menyikapi hal tersebut, Perseroan secara bertahap mengembangkan strategi diversifikasi sumber energi sebagai bagian dari komitmen jangka panjang terhadap keberlanjutan operasional dan efisiensi energi.

Konsumsi dan Intensitas Energi

Sepanjang tahun buku 2025, total konsumsi energi Perseroan tercatat sebesar 33.960 GJ, menurun sebesar 8,38% dibandingkan dengan 37.066 GJ pada tahun buku sebelumnya. Penurunan ini terutama dipengaruhi oleh berkurangnya konsumsi energi tidak langsung yang berasal dari aktivitas perjalanan dinas menggunakan pesawat terbang. Perseroan terus berupaya mengoptimalkan penggunaan energi melalui penerapan praktik operasional yang lebih efisien sebagai bagian dari komitmen terhadap keberlanjutan. Adapun jumlah dan intensitas konsumsi energi Perseroan selama tiga tahun buku terakhir disajikan pada tabel berikut.

Energy Sources

The Company utilizes three types of energy sources in its operational activities:

- Gasoline and diesel fuel for operational vehicles and generators; and
- Electricity supplied by PLN for office operations.

As of the end of the 2025 financial year, renewable energy had not yet made a significant contribution to the Company's overall energy consumption, with the majority of energy requirements still being met through fossil fuel-based sources. In response, the Company has progressively developed an energy diversification strategy as part of its long-term commitment to operational sustainability and energy efficiency.

Energy Consumption and Intensity

Throughout fiscal year 2025, the Company's total energy consumption amounted to 33,960 GJ, representing a decrease of 8.38% compared to 37,066 GJ recorded in the previous fiscal year. This decline was primarily attributable to lower indirect energy consumption resulting from reduced business travel by air. The Company continues to optimize its energy use by implementing more efficient operational practices as part of its commitment to sustainability. The Company's energy consumption and energy intensity over the past three financial years are presented in the following table.

Penggunaan Energi [302-1, 302-2, 302-3, 302-3, 302-5]

Energy Consumption

Uraian	Satuan Unit	FY2025	FY2024	FY2023	Description
Penggunaan Energi di dalam Perusahaan					**Energy Consumption within the Company**
Bensin	Liter	11.802	9.816	12.674	Gasoline
	GJ	389	324	418	
Solar	Liter	37.189	35.025	31.061	Diesel
	GJ	1.339	1.261	1.118	
Listrik	kWh	2.123.976	2.085.715	2.186.280	Electricity
	GJ	7.646	7.509	7.871	
Jumlah Penggunaan Energi di dalam Perusahaan	**GJ**	**9.374**	**9.094**	**9.407**	**Total Energy Consumption within the Company**
Penggunaan Energi di luar Perusahaan					**Energy Consumption outside the Company**
Perjalanan Dinas	Kg	8.280.785	9.264.641	8.501.465	Business Travel
	GJ	24.586	27.973	25.557	
Jumlah Penggunaan Energi di luar Perusahaan	**GJ**	**24.586**	**27.973**	**25.557**	**Total Energy Consumption outside the Company**
Jumlah Seluruh Penggunaan Energi	**GJ**	**33.960**	**37.066**	**34.964**	**Total Overall Energy Consumption**

Uraian	Satuan Unit	FY2025	FY2024	FY2023	Description
Pengurangan (Kenaikan) Konsumsi Energi					**Reduction (Increase) in Energy Consumption**
Penggunaan Energi di dalam Perusahaan	GJ	(281)	314	565	Energy Consumption within the Company
Penggunaan Energi di luar Perusahaan	GJ	3.387	(2.416)	-	Energy Consumption outside the Company
Seluruh Penggunaan Energi	GJ	**3.106**	**(2.102)**	**565**	**Overall Energy Consumption**
Intensitas Penggunaan Energi					**Energy Consumption Intensity**
Penghasilan Neto	USD	515.423.217	522.714.838	612.326.209	Net Revenues
Penggunaan Energi di dalam Perusahaan	MJ/USD	0,018	0,017	0,015	Energy Consumption within the Company
Penggunaan Energi di luar Perusahaan	MJ/USD	0,048	0,054	0,042	Energy Consumption outside the Company
Seluruh Penggunaan Energi	MJ/USD	**0,066**	**0,071**	**0,057**	**Overall Energy Consumption**

Catatan: Cakupan perhitungan meliputi Kantor Pusat serta Cabang Jakarta dan Balikpapan.
Note: The calculation covers the Head Office and the Jakarta and Balikpapan Branches.

Program serta Inisiatif Pengurangan Konsumsi Energi dan Penurunan Emisi [F.7, F.12]

Dalam rangka mendukung efisiensi energi dan menurunkan emisi GRK, Perseroan telah menerapkan berbagai inisiatif, antara lain:

1. Penggantian lampu TL dengan LED yang lebih hemat energi;
2. Pemanfaatan cahaya matahari untuk mengurangi penggunaan lampu pada siang hari;
3. Pemantauan suhu dan kelembaban ruangan menggunakan termometer dan hygrometer guna mengoptimalkan penggunaan pendingin udara;
4. Pemadaman lampu saat jam istirahat (12.00-13.00) dan di ruang kerja yang tidak terpakai;
5. Pemadaman AC setelah pukul 18.00 untuk menghindari pemborosan energi di luar jam operasional;
6. Kampanye dan pelatihan hemat energi, termasuk pelibatan Dinas Lingkungan Hidup dan pembentukan Duta K3L; serta
7. Pemasangan *Vehicle Telematics* (VT) pada kendaraan kantor untuk memantau perilaku pengemudi, mengoptimalkan rute, melacak konsumsi BBM secara *real-time*, mencegah pemborosan, serta meningkatkan keselamatan dan umur kendaraan.
8. Pemasangan sistem pencahayaan berbasis sensor gerak dan detektor suhu pada beberapa area operasional, penggantian refrigeran pendingin ruangan ke jenis yang lebih ramah lingkungan, serta penerapan sistem pendingin terpusat dengan pengaturan suhu yang lebih terkendali.

Energy Conservation and Emission Reduction Programs and Initiatives

To improve energy efficiency and reduce greenhouse gas (GHG) emissions, the Company has implemented a number of initiatives, including:

1. Replacing conventional fluorescent (TL) lamps with more energy-efficient LED lighting;
2. Maximizing the use of natural daylight to reduce electricity consumption during daytime operations;
3. Monitoring indoor temperature and humidity using thermometers and hygrometers to optimize air-conditioning usage;
4. Switching off lighting during lunch breaks (12:00–13:00) and in unoccupied work areas;
5. Turning off air-conditioning systems after 6:00 p.m. to prevent unnecessary energy consumption outside operational hours;
6. Conducting energy conservation campaigns and training programs, including collaboration with the Environmental Agency and the establishment of Occupational Health, Safety, and Environment (OHSE) Ambassadors; and
7. Installing Vehicle Telematics (VT) systems in Company vehicles to monitor driving behavior, optimize travel routes, track fuel consumption in real time, prevent fuel wastage, and enhance vehicle safety and service life.
8. Installation of motion sensor-based lighting systems and temperature sensors in several operational areas, replacement of air-conditioning refrigerants with more environmentally friendly alternatives, and implementation of a centralized cooling system with improved temperature control.

Penggunaan Energi Terbarukan [F.7]

Saat ini, mayoritas energi yang digunakan Perseroan masih berasal dari sumber energi fosil. Pemanfaatan energi terbarukan belum dilakukan secara signifikan dan masih dalam tahap awal pengembangan. Sebagai bagian dari komitmen terhadap efisiensi energi dan keberlanjutan lingkungan, Perseroan sedang melakukan kajian investasi pemasangan panel surya untuk sistem penerangan dalam beberapa tahun ke depan.

Sebagai langkah awal, penerapan penerangan berbasis tenaga surya telah direalisasikan di area akses masuk Cabang Balikpapan. Inisiatif ini merupakan bentuk komitmen Perseroan dalam mendukung pemanfaatan energi terbarukan secara bertahap dan berkelanjutan.

Renewable Energy Utilization

At present, the majority of the Company's energy consumption continues to be supplied by fossil fuel-based energy sources. The utilization of renewable energy remains limited and is currently at an early stage of development. As part of its commitment to energy efficiency and environmental sustainability, the Company is currently assessing investments in solar panel installations to support its lighting systems over the coming years.

As an initial step, solar-powered lighting has been installed at the entrance area of the Balikpapan Branch. This initiative reflects the Company's commitment to gradually expanding the utilization of renewable energy in a sustainable manner.

PENGENDALIAN EMISI

Perseroan melakukan identifikasi dan pemantauan terhadap berbagai jenis emisi yang timbul dari kegiatan operasional, mencakup emisi Gas Rumah Kaca (GRK), Zat Perusak Ozon (ODS), dan emisi konvensional, guna memastikan kesesuaiannya dengan regulasi dan standar lingkungan yang berlaku.

Emisi Gas Rumah Kaca (GRK) [305-1, 305-2,305-3, 305-4, 305-5]

Emisi GRK yang dihasilkan oleh Perseroan terbagi menjadi 2 (dua) kategori, yaitu emisi langsung (Cakupan 1) dan emisi tidak langsung (Cakupan 2 dan 3). Emisi GRK langsung bersumber dari penggunaan bensin dan solar untuk kendaraan operasional serta genset. Sementara itu, emisi tidak langsung berasal dari konsumsi listrik PLN (Cakupan 2) dan perjalanan dinas menggunakan pesawat oleh karyawan dan manajemen (Cakupan 3).

Sepanjang tahun buku 2025, total emisi gas rumah kaca (GRK) Perseroan berasal dari emisi Cakupan 1 sebesar 128 tCO_2e, emisi Cakupan 2 sebesar 2.120 tCO_2e yang dihasilkan dari penggunaan listrik, serta emisi Cakupan 3 sebesar 1.981 tCO_2e yang berasal dari aktivitas perjalanan udara. Perseroan terus memantau dan mengelola sumber-sumber emisi tersebut sebagai bagian dari upaya mendukung operasional yang lebih berkelanjutan. Adapun total emisi GRK Perseroan selama tiga tahun buku terakhir disajikan pada tabel berikut.

EMISSION MANAGEMENT

The Company identifies and monitors various types of emissions generated from its operational activities, including greenhouse gas (GHG) emissions, ozone-depleting substances (ODS), and conventional air emissions, to ensure compliance with applicable environmental regulations and standards.

Greenhouse Gas (GHG) Emissions

The Company's greenhouse gas (GHG) emissions are classified into two categories: direct emissions (Scope 1) and indirect emissions (Scopes 2 and 3). Scope 1 emissions arise from the consumption of gasoline and diesel fuel for operational vehicles and generators. Meanwhile, indirect emissions comprise electricity consumption supplied by PLN (Scope 2) and business air travel undertaken by employees and management (Scope 3).

Throughout the 2025 financial year, the Company's total greenhouse gas (GHG) emissions comprised 128 tCO_2e of Scope 1 emissions, 2,120 tCO_2e of Scope 2 emissions generated from electricity consumption, and 1,981 tCO_2e of Scope 3 emissions resulting from air travel. The Company continues to monitor and manage these sources of emissions as part of its commitment to supporting more sustainable operations. The Company's total GHG emissions over the past three financial years are presented in the following table.

Emisi yang Dihasilkan, Intensitas Emisi, dan Pengurangan Emisi [305-1, 305-2, 305-3, 305-4, 305-5] [B.2.b, F.11, F.12]

Emissions Produced, Emission Intensity, and Emission Reduction

Uraian	Satuan Unit	FY2025	FY2024	FY2023	Description
Emisi yang Dihasilkan					**Emissions Produced**
Emisi Cakupan 1					**Scope 1 Emissions**
Bensin	tCO_2e	28	23	30	Gasoline
Solar	tCO_2e	100	94	83	Diesel
Jumlah Emisi Cakupan 1	**tCO_2e**	**128**	**117**	**113**	**Total Scope 1 Emissions**
Emisi Cakupan 2					**Scope 2 Emissions**
Listrik	tCO_2e	2.120	2.082	2.196	Electricity
Jumlah Emisi Cakupan 2	**tCO_2e**	**2.120**	**2.082**	**2.196**	**Total Scope 2 Emissions**
Jumlah Emisi Scope 1 dan 2	**tCO_2e**	**2.248**	**2.199**	**2.309**	**Total Scope 1 and 2 Emissions**
Emisi Cakupan 3					**Scope 3 Emissions**
Perjalanan Dinas	tCO_2e	1.981	2.240	2.051	Business Travel
Jumlah Emisi Scope 3	**tCO_2e**	**1.981**	**2.240**	**2.051**	**Total Scope 3 Emissions**
Jumlah Emisi Scope 1, 2, dan 3	**tCO_2e**	**4.229**	**4.439**	**4.360**	**Total Scope 1, 2, and 3 Emissions**
Pengurangan (Kenaikan) Emisi GRK					**Reduction (Increase) of GHG Emissions**
Emisi Cakupan 1	tCO_2e	(11)	(4)	(53)	Scope 1 Emissions
Emisi Cakupan 2	tCO_2e	(38)	114	198	Scope 2 Emissions
Emisi Cakupan 3	tCO_2e	259	(189)	-	Scope 3 Emissions
Intensitas Emisi					**Emission Intensity**
Penghasilan Neto	USD	515.423.217	522.714.838	612.326.209	Net Revenues
Emisi Cakupan 1	gCO_2e/USD	0,25	0,22	0,18	Scope 1 Emissions
Emisi Cakupan 1 dan 2	gCO_2e/USD	4,36	4,21	3,77	Scope 1 and 2 Emissions
Emisi Cakupan 1, 2, dan 3	gCO_2e/USD	8,20	8,49	7,12	Scope 1, 2, and 3 Emissions

Catatan: Cakupan perhitungan meliputi Kantor Pusat serta Cabang Jakarta dan Balikpapan.
Note: The calculation covers the Head Office and the Jakarta and Balikpapan Branches.

Capaian program konservasi energi Perseroan turut dimonitor oleh Hitachi Construction Machinery (HCM) dan Itochu, serta diinput ke dalam basis data global sebagai bagian dari pemantauan inisiatif keberlanjutan internasional, melalui aplikasi yang dilengkapi dukungan kecerdasan buatan (AI).

The Company's energy conservation program achievements are also monitored by Hitachi Construction Machinery (HCM) and Itochu, and uploaded to a global database as part of international sustainability monitoring through an application equipped with artificial intelligence (AI) capabilities.

Emisi Zat Perusak Ozon (ODS) [305-6]

Sebagai bagian dari komitmen Perseroan terhadap keberlanjutan dan perlindungan lingkungan, evaluasi berkala terhadap pelaksanaan Upaya Pengelolaan Lingkungan (UKL) dan Upaya Pemantauan Lingkungan (UPL) dilakukan 2 (dua) kali dalam satu tahun. Sejalan dengan ketentuan Protokol *Montreal*, Perseroan menjalankan program penggantian refrigeran R22 (HCFC-22) dengan refrigeran yang lebih ramah lingkungan, yaitu R410A, R407C, dan R32, disertai penerapan sistem pendingin terpusat yang lebih efisien. Kegiatan operasional Perseroan tidak menggunakan bahan perusak ozon jenis CFC, Halon, maupun *Methyl Bromide*.

Ozone-Depleting Substance (ODS) Emissions

As part of the Company's commitment to sustainability and environmental protection, periodic evaluations of its Environmental Management Efforts (UKL) and Environmental Monitoring Efforts (UPL) are conducted twice each year. In line with the provisions of the Montreal Protocol, the Company implemented a refrigerant replacement program, replacing R22 (HCFC-22) with more environmentally friendly refrigerants, namely R410A, R407C, and R32, while also implementing a more energy-efficient centralized cooling system. The Company's operational activities did not use ozone-depleting substances (ODS), including chlorofluorocarbons (CFCs), Halons, or Methyl Bromide.

Emisi Konvensional [305-7]

Kegiatan operasional Perseroan memiliki potensi menghasilkan emisi konvensional yang berasal dari berbagai aktivitas, seperti penggunaan genset, kendaraan operasional, serta pergerakan alat berat di area kerja (*yard*). Emisi yang dihasilkan mencakup gas pencemar udara, seperti Nitrogen Dioksida (NO_2), Karbon Monoksida (CO), Sulfur Dioksida (SO_2), serta partikel debu, seperti TSP, PM_{10}, dan $PM_{2.5}$. Sebagian besar emisi ini bersumber dari proses pembakaran bahan bakar fosil, seperti solar dan bensin. Selain itu, aktivitas perawatan mesin di *workshop* juga berkontribusi terhadap peningkatan kadar debu dan hidrokarbon di udara.

Sebagai bentuk tanggung jawab terhadap pengelolaan lingkungan, Perseroan menerapkan berbagai upaya pengendalian emisi konvensional, di antaranya:

- Melakukan pengujian emisi secara rutin, yaitu setiap tahun untuk kendaraan operasional dan setiap dua tahun untuk *forklift* dan genset;
- Melaksanakan perawatan berkala terhadap kendaraan, *forklift*, dan genset, termasuk penggantian pelumas, filter oli, serta suku cadang sesuai masa pakai guna menjaga emisi tetap berada dalam ambang batas yang ditetapkan; dan
- Menindaklanjuti hasil uji emisi yang melebihi baku mutu dengan melakukan perbaikan dan uji ulang sebelum kendaraan atau peralatan kembali dioperasikan.

Selain itu, Perseroan juga melengkapi pengendalian emisi melalui strategi tambahan yang mendukung keberlanjutan lingkungan, seperti pengembangan ruang terbuka hijau dan penanaman pohon peneduh yang berperan sebagai penyerap polutan. Pemantauan kualitas udara dilakukan secara rutin mengacu pada ketentuan dalam Permen LHK No. 11 Tahun 2021 tentang Emisi dari Mesin Pembakaran Dalam.

Berdasarkan hasil pemantauan, tingkat emisi yang dihasilkan masih berada di bawah ambang batas baku mutu yang berlaku. Hal ini menunjukkan bahwa emisi dari kegiatan operasional Perseroan masih dapat dikendalikan secara efektif, sehingga dampaknya terhadap kualitas udara di sekitar area operasional tetap minimal dan berkelanjutan.

PENANGANAN LIMBAH [306-1, 306-2, 306-3]

Secara umum, limbah yang dihasilkan dari aktivitas operasional Perseroan diklasifikasikan ke dalam 2 (dua) kategori utama, yaitu limbah Non-B3 (non-Bahan Berbahaya dan Beracun) dan limbah B3 (Bahan Berbahaya dan Beracun). Kedua jenis limbah ini dikelola sesuai dengan ketentuan perundang-undangan yang berlaku serta standar internal yang telah ditetapkan.

Conventional Emissions

The Company's operational activities have the potential to generate conventional air emissions from various sources, including generators, operational vehicles, and the movement of heavy equipment within operational yards. These emissions include air pollutants such as Nitrogen Dioxide (NO_2), Carbon Monoxide (CO), Sulfur Dioxide (SO_2), and particulate matter, including Total Suspended Particulates (TSP), PM_{10}, and $PM_{2.5}$. Most of these emissions originate from the combustion of fossil fuels, particularly diesel and gasoline. In addition, equipment maintenance activities carried out in the workshop also contribute to increased levels of airborne dust and hydrocarbons.

As part of its commitment to responsible environmental management, the Company implements various conventional emission control measures, including:

- Conducting routine emission testing annually for operational vehicles and every two years for forklifts and generators;
- Performing regular maintenance on vehicles, forklifts, and generators, including the replacement of lubricants, oil filters, and spare parts according to their service life to ensure emissions remain within the prescribed limits; and
- Taking corrective actions and conducting re-testing whenever emission test results exceed the applicable emission standards before the vehicles or equipment are returned to operation.

In addition, the Company complements its emission control efforts through environmental sustainability initiatives, including the development of green open spaces and the planting of shade trees that function as natural air pollutant absorbers. Air quality monitoring is conducted regularly in accordance with the requirements of Ministry of Environment and Forestry Regulation No. 11 of 2021 concerning Emissions from Internal Combustion Engines.

Based on the monitoring results, all emission levels remained below the applicable regulatory thresholds. This demonstrates that emissions generated from the Company's operational activities are effectively controlled, thereby minimizing their impact on air quality in the surrounding operational areas.

WASTE MANAGEMENT

In general, waste generated from the Company's operational activities is classified into two primary categories: non-hazardous waste (Non-B3) and hazardous waste (B3). Both categories are managed in accordance with applicable laws and regulations as well as the Company's established internal standards.

Pengelolaan Timbulan Limbah [F.14]

Untuk memastikan pengelolaan limbah yang bertanggung jawab, Perseroan menerapkan pendekatan berbeda terhadap masing-masing jenis limbah, antara lain:

1. **Pengelolaan Limbah Non-B3 (Domestik)**
   Limbah Non-B3 dihasilkan dari aktivitas rutin di lingkungan kerja, seperti perkantoran, pantry, dapur, serta kegiatan kebersihan ruangan dan area lapangan. Limbah ini dikategorikan menjadi 3 (tiga) jenis utama, yaitu:
   - Sampah organik, seperti sisa makanan dan daun;
   - Sampah anorganik, seperti kertas, plastik, dan kaleng; serta
   - Residu, seperti *styrofoam*, tisu toilet, dan lainnya.

   Agar pengelolaan limbah Non-B3 berjalan efektif dan ramah lingkungan, Perseroan menerapkan sejumlah prosedur berikut:
   1. Pemisahan Limbah di Sumber
      Setiap lokasi kerja dilengkapi dengan tempat sampah terpisah guna memudahkan proses pemilahan antara limbah organik dan anorganik sejak dari sumbernya.
   2. Identifikasi dan Klasifikasi Sampah
      Sampah diklasifikasikan lebih lanjut berdasarkan karakteristiknya, meliputi sampah yang mudah terurai, dapat digunakan kembali, dapat didaur ulang, serta residu yang tidak dapat dimanfaatkan kembali.
   3. Penyimpanan Sementara yang Higienis Fasilitas penyimpanan sementara disediakan dengan memperhatikan standar kebersihan, bebas dari bau menyengat, serta dirancang agar tidak menarik perhatian hama atau vektor penyakit.
   4. Kemitraan Pengelolaan Perseroan menjalin kerja sama dengan pihak ketiga yang memiliki kompetensi dan izin resmi, di antaranya:
      - Bank sampah yang dikelola LSM lokal untuk pengelolaan limbah anorganik yang memiliki nilai ekonomis.
      - Vendor pengangkut limbah domestik, guna menjamin limbah diangkut dan diolah di Tempat Pembuangan Akhir (TPA) sesuai ketentuan yang berlaku.
   5. Penerapan Prinsip 3R (*Reduce, Reuse, Recycle*)
      Upaya pengurangan volume dan dampak limbah dilakukan melalui:

Waste Generation Management

To ensure responsible waste management, the Company applies different management approaches to each category of waste generated from its operations.

1. **Non-Hazardous Waste (Domestic Waste) Management**
   Non-hazardous waste is generated from routine workplace activities, including office operations, pantries, kitchens, housekeeping, and outdoor maintenance activities. This waste is classified into three primary categories:
   - Organic waste, such as food waste and leaves;
   - Inorganic waste, such as paper, plastics, and metal cans; and
   - Residual waste, including styrofoam, toilet tissue, and other non-recyclable materials.

   To ensure effective and environmentally responsible management of non-hazardous waste, the Company implements the following procedures:
   1. Waste Segregation at Source
      Separate waste bins are provided at each work location to facilitate the segregation of organic and inorganic waste at the point of generation.
   2. Waste Identification and Classification
      Waste is further classified according to its characteristics, including biodegradable waste, reusable materials, recyclable materials, and residual waste that cannot be recovered.
   3. Hygienic Temporary Storage Temporary storage facilities are maintained in accordance with hygiene standards, ensuring they are free from unpleasant odors and designed to prevent the presence of pests and disease vectors.
   4. Waste Management Partnerships The Company collaborates with qualified and licensed third parties, including:
      - Waste banks managed by local non-governmental organizations (NGOs) for the collection and recycling of economically valuable inorganic waste; and
      - Licensed domestic waste transportation service providers to ensure that waste is transported and disposed of at authorized final disposal facilities in compliance with applicable regulations.
   5. Implementation of the 3R Principles (Reduce, Reuse, Recycle)
      The Company minimizes waste generation and environmental impacts through:

- Pengomposan sampah organik untuk menghasilkan pupuk kompos;
- Daur ulang sampah seperti kardus, botol plastik, dan kertas bekerja sama dengan Bank Sampah Gunung Mas;
- Kemitraan dengan penyedia jasa pengangkutan terintegrasi untuk optimalisasi proses pengelolaan limbah secara keseluruhan.

6. Dokumentasi dan Pelaporan Setiap aktivitas pengelolaan limbah didokumentasikan secara sistematis oleh Penanggung Jawab (PIC) khusus dan dilaporkan secara berkala kepada instansi pemerintah terkait sebagai bentuk transparansi dan akuntabilitas.

2. Pengelolaan Limbah B3

Sejalan dengan meningkatnya kompleksitas kegiatan operasional, terutama di area *workshop* dan *warehouse*, Perseroan juga menghasilkan limbah B3, baik dalam bentuk cair maupun padat. Jenis limbah ini antara lain, seperti oli bekas, *sludge*, aki bekas, filter bekas, kemasan terkontaminasi, majun, dan spill kit bekas. Limbah ini umumnya dihasilkan dari kegiatan seperti perawatan alat berat, penggantian oli, hingga pembersihan komponen mekanikal.

Mengacu pada PP No. 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup, Perseroan menjalankan prosedur pengelolaan limbah B3 sebagai berikut:

- Pengumpulan dan Penampungan
  Limbah B3 dikumpulkan di dalam sistem penampungan berstandar teknis, dilengkapi dengan label dan simbol sesuai dengan karakteristik masing-masing limbah.
- Penyimpanan Sementara yang Terkontrol
  Sebelum dilakukan pengangkutan, limbah disimpan di Tempat Penampungan Sementara (TPS) Limbah B3 milik Perseroan yang telah memenuhi syarat teknis dan administratif.
- Pengangkutan oleh Mitra Berizin
  Proses pengangkutan dan pengolahan limbah B3 hanya dilakukan oleh mitra kerja yang telah memiliki izin resmi dari KLHK atau instansi terkait lainnya.
- Pemantauan dan Pencatatan melalui Sistem *e-Manifest*
  Untuk memastikan ketertelusuran limbah B3, Perseroan menggunakan sistem e-Manifest guna mencatat jenis, jumlah, dan rute pengangkutan secara digital dan *real-time*.

- Composting organic waste to produce compost fertilizer;
- Recycling cardboard, plastic bottles, and paper in collaboration with Gunung Mas Waste Bank; and
- Partnering with integrated waste management service providers to optimize the overall waste management process.

6. Documentation and Reporting All waste management activities are systematically documented by designated Persons in Charge (PICs) and reported periodically to the relevant government authorities as part of the Company's commitment to transparency and accountability.

2. Hazardous Waste (B3 Waste) Management

In line with the increasing complexity of operational activities, particularly within workshops and warehouses, the Company also generates hazardous waste in both liquid and solid forms. This includes used lubricating oil, sludge, used batteries, used filters, contaminated packaging, oily rags, and used spill kits. Such waste is primarily generated from heavy equipment maintenance, oil replacement, and mechanical component cleaning activities.

In accordance with Government Regulation No. 22 of 2021 concerning the Implementation of Environmental Protection and Management, the Company manages hazardous waste through the following procedures:

- Collection and Containment
  Hazardous waste is collected in technically compliant containment systems equipped with labels and hazard symbols appropriate to the characteristics of each waste type.
- Controlled Temporary Storage
  Prior to transportation, hazardous waste is stored at the Company's Temporary Hazardous Waste Storage Facility (TPS B3), which complies with all applicable technical and administrative requirements.
- Transportation by Licensed Service Providers
  Hazardous waste is transported and treated exclusively by business partners holding valid licenses issued by the Ministry of Environment and Forestry or other competent authorities.
- Monitoring and Recording through the e-Manifest System
  To ensure full traceability, the Company utilizes the e-Manifest system to digitally record the type, quantity, and transportation route of hazardous waste in real time.

- Pelaporan Reguler
  Kegiatan pengelolaan limbah B3 dilaporkan secara berkala kepada otoritas yang berwenang sebagai bentuk pemenuhan kewajiban hukum dan komitmen terhadap tata kelola lingkungan yang baik.

Seluruh upaya ini sejalan dengan implementasi Kebijakan QSHE serta prinsip K3, Keselamatan Operasi, dan Perlindungan Lingkungan Hidup, yang menjadi fondasi utama dalam setiap aspek operasional Perseroan.

3. Prosedur Seleksi Vendor Pengelola Limbah

Dalam rangka memastikan pengelolaan limbah, baik limbah non-B3 maupun limbah B3, dilaksanakan sesuai ketentuan peraturan perundang-undangan yang berlaku, pemilihan vendor pengelola limbah dilakukan oleh Tim *Procurement*, QSHE, dan GA melalui tahapan berikut:

1. Inspeksi Lapangan
   Tim gabungan melakukan inspeksi langsung ke fasilitas calon vendor untuk menilai kesesuaian sistem dan sarana pengelolaan limbah terhadap ketentuan hukum dan standar operasional perusahaan.

2. Verifikasi Dokumen Legalitas
   Calon vendor diwajibkan menyerahkan seluruh dokumen legal yang relevan, yang kemudian akan diverifikasi oleh tim untuk memastikan kepatuhan terhadap regulasi yang berlaku.

3. Penyusunan Perjanjian Kerja Sama
   Setelah lolos verifikasi, dilakukan penyusunan dan penandatanganan perjanjian kerja sama yang sah secara hukum antara perusahaan dan vendor, serta pihak terkait lainnya bila diperlukan. Klausul perjanjian wajib mencakup komitmen terhadap aspek keselamatan kerja, kesehatan, dan perlindungan lingkungan.

4. Pencatatan dan Pemantauan Limbah
   Seluruh limbah yang diserahkan kepada vendor wajib dicatat dalam dokumen manifest. Untuk limbah B3, pengangkutan dilakukan paling lambat dalam jangka waktu 90 (sembilan puluh) hari. Perusahaan memantau status limbah B3 tersebut secara berkala melalui sistem *Festronik/e-Manifest*.

- Regular Reporting
  Hazardous waste management activities are reported periodically to the relevant authorities as part of the Company's legal compliance and commitment to sound environmental governance.

These practices are fully aligned with the implementation of the Company's QSHE Policy, as well as its Occupational Health and Safety, Operational Safety, and Environmental Protection principles, which serve as the foundation of all operational activities.

3. Waste Management Vendor Selection Procedures

To ensure that both non-hazardous and hazardous waste are managed in accordance with applicable laws and regulations, the selection of waste management service providers is conducted jointly by the Procurement, QSHE, and General Affairs (GA) teams through the following process:

1. Site Inspection
   A joint assessment team conducts on-site inspections of prospective vendors' facilities to evaluate the adequacy of their waste management systems and facilities in meeting legal requirements and the Company's operational standards.

2. Verification of Legal Documentation
   Prospective vendors are required to submit all relevant legal documentation, which is subsequently verified by the evaluation team to ensure compliance with applicable regulations.

3. Preparation of Cooperation Agreements
   Following successful verification, a legally binding cooperation agreement is prepared and executed between the Company and the selected vendor, as well as other relevant parties where necessary. The agreement includes mandatory clauses covering commitments to occupational health and safety, environmental protection, and regulatory compliance.

4. Waste Recording and Monitoring
   All waste transferred to waste management service providers is recorded through a manifest system. Hazardous waste must be transported within a maximum period of ninety (90) days. The Company continuously monitors the status of hazardous waste through the Festronik/e-Manifest system.

5. Evaluasi Berkala
   Tim melakukan evaluasi secara berkala untuk memastikan bahwa seluruh dokumen perizinan dan legalitas vendor tetap berlaku dan sesuai dengan perkembangan peraturan yang berlaku.

Pengurangan Timbulan Limbah

Perseroan melakukan berbagai inisiatif untuk mengurangi timbulan limbah di seluruh lini operasional Perusahaan melalui implementasi Gerakan 3R beserta sejumlah program strategis berikut:

- Edukasi dan Sosialisasi
  Menyelenggarakan webinar bertajuk "Bijak Kelola Sampah" bekerja sama dengan Dinas Lingkungan Hidup Provinsi DKI Jakarta, guna meningkatkan kesadaran dan pemahaman seluruh karyawan mengenai pengelolaan sampah yang bertanggung jawab di seluruh kantor cabang dan proyek Hexindo.
- Fasilitas Pengelolaan Sampah Terintegrasi
  Menyediakan tempat sampah terpilah untuk 4 (empat) kategori utama, yaitu sampah organik, anorganik, residu, dan limbah B3, guna memudahkan proses pengelolaan dan pemrosesan sampah sesuai klasifikasinya.
- Pemilahan Sampah Rutin
  Melaksanakan kegiatan pemilahan sampah secara rutin sebanyak 2 (dua) kali setiap bulan.
- Pengurangan Limbah Sekali Pakai
  Mendorong penggunaan botol minum atau tumbler yang dapat digunakan ulang untuk mengurangi konsumsi botol plastik sekali pakai.
- Digitalisasi Dokumen
  Mengurangi penggunaan kertas dalam kegiatan operasional dengan mengalihkan sebagian besar dokumen menjadi versi digital atau *softcopy*.
- Kemitraan dengan Bank Sampah
  Mengumpulkan dan menyalurkan sampah yang memiliki nilai daur ulang, seperti kardus, kertas, dan botol bekas, melalui kerja sama dengan Yayasan Bank Sampah.
- Pengolahan Sampah Organik Skala Kecil
  Menerapkan penggunaan *compost bag* sederhana di lingkungan kantor sebagai upaya untuk mengurangi volume sampah organik.

Penanganan Tumpahan [F.15]

Dalam rangka memitigasi risiko tumpahan B3, Hexindo telah menetapkan dan mengimplementasikan sejumlah langkah preventif dan responsif yang tertuang dalam Dokumen Manual Kedaruratan Limbah B3 No. MAN/HO/HAP/002, yang telah disahkan oleh Presiden Direktur pada 17 Januari 2020. Selain

5. Periodic Evaluation
   Periodic evaluations are conducted to ensure that all permits and legal documentation held by waste management service providers remain valid and continue to comply with prevailing regulatory requirements.

Waste Reduction

The Company implements various initiatives to reduce waste generation across all operational activities through the implementation of the 3R Movement (Reduce, Reuse, Recycle) and several strategic programs, including:

- Education and Awareness Programs
  Organizing the "Wise Waste Management" webinar in collaboration with the Jakarta Provincial Environmental Agency to enhance employees' awareness and understanding of responsible waste management across all Hexindo branch offices and project sites.
- Integrated Waste Management Facilities
  Providing segregated waste bins for four primary waste categories—organic waste, inorganic waste, residual waste, and hazardous waste—to facilitate proper waste segregation and processing.
- Routine Waste Segregation
  Conducting waste segregation activities twice each month as part of routine waste management practices.
- Reduction of Single-Use Waste
  Encouraging employees to use reusable drinking bottles or tumblers to reduce the consumption of single-use plastic bottles.
- Document Digitalization
  Reducing paper consumption in operational activities by converting the majority of documents into digital or electronic formats.
- Partnership with Waste Banks
  Collecting and channeling recyclable materials, including cardboard, paper, and used plastic bottles, through collaboration with the Waste Bank Foundation.
- Small-Scale Organic Waste Composting
  Utilizing simple compost bags within office premises to reduce the volume of organic waste generated.

Spill Response

To mitigate the risk of hazardous material spills, Hexindo has established and implemented a range of preventive and responsive measures set out in the Hazardous Waste Emergency Response Manual No. MAN/HO/HAP/002, which was approved by the President Director on 17 January 2020. In addition, the

itu, Perseroan juga telah menyediakan *spill control kit* di area kerja strategis sebagai bagian dari kesiapsiagaan darurat.

Sebagai bagian dari upaya identifikasi dan pengendalian risiko kedaruratan yang berkaitan dengan pengelolaan bahan dan limbah B3 di seluruh area operasional, Hexindo menerapkan pendekatan sistematis yang mencakup tahapan berikut:

1. Melakukan inventarisasi terhadap seluruh jenis bahan B3 yang digunakan di setiap area atau departemen yang memiliki aktivitas terkait B3.
2. Melakukan verifikasi karakteristik bahaya dari masing-masing bahan B3 berdasarkan lembar *Material Safety Data Sheet* (MSDS) yang tersedia. Untuk bahan B3 yang belum memiliki MSDS, Perseroan mewajibkan permintaan dokumen tersebut kepada pemasok, produsen, atau distributor resmi.
3. Memasang MSDS *board* di seluruh area kerja yang berpotensi terdampak penggunaan bahan B3.
4. Menyusun matriks identifikasi risiko yang mencakup:
    a. Jenis bahan atau limbah B3;
    b. Jumlah bahan atau limbah B3;
    c. Karakteristik bahan B3;
    d. Kategori bahan atau limbah B3 sesuai dengan ketentuan Peraturan Pemerintah No. 101 Tahun 2014;
    e. Potensi bahaya terhadap keselamatan karyawan dan lingkungan;
    f. Analisis risiko kedaruratan;
    g. Penyusunan SOP penanggulangan;
    h. Pembentukan tim tanggap darurat; serta
    i. Analisis kebutuhan sarana dan prasarana pendukung.

Sebagai bentuk komitmen terhadap keselamatan kerja dan kepatuhan terhadap regulasi, seluruh penanggung jawab kegiatan serta karyawan yang terlibat langsung dengan penggunaan bahan dan pengelolaan limbah B3 telah mendapatkan sosialisasi serta pelatihan terkait prosedur penanganan tumpahan B3. Pelatihan ini merujuk pada dokumen Prosedur Penanganan Tumpahan B3 No. IK/HO/ BDEV/017-001.

Melalui berbagai upaya tersebut, tidak terdapat tumpahan dalam pelaksanaan kegiatan operasional Perusahaan sepanjang tahun buku 2025.

Company has provided spill control kits at strategic work areas as part of its emergency preparedness measures.

As part of its efforts to identify and control emergency risks associated with the management of hazardous materials and hazardous waste across all operational areas, Hexindo applies a systematic approach comprising the following stages:

1. Conducting an inventory of all hazardous materials used in each area or department engaged in activities involving hazardous substances.
2. Verifying the hazard characteristics of each hazardous material based on the applicable Material Safety Data Sheet (MSDS). Where an MSDS is unavailable, the Company requires the document to be obtained from the relevant supplier, manufacturer, or authorized distributor.
3. Installing MSDS information boards in all work areas where hazardous materials are used or handled.
4. Preparing a comprehensive risk identification matrix covering:
    a. Types of hazardous materials or hazardous waste;
    b. Quantities of hazardous materials or hazardous waste;
    c. Hazard characteristics of the materials;
    d. Classification of hazardous materials and hazardous waste in accordance with Government Regulation No. 101 of 2014;
    e. Potential risks to employee safety and the environment;
    f. Emergency risk assessments;
    g. Development of emergency response Standard Operating Procedures (SOPs);
    h. Establishment of emergency response teams; and
    i. Assessment of supporting facilities and infrastructure requirements.

As part of its commitment to occupational safety and regulatory compliance, all personnel responsible for activities involving hazardous materials and hazardous waste, as well as employees directly engaged in such activities, have received awareness programs and training on hazardous spill response procedures. The training is conducted in accordance with the Hazardous Spill Response Procedure No. IK/HO/BDEV/017-001.

Through these comprehensive measures, the Company recorded no hazardous material spills throughout the 2025 financial year.

Timbulan dan Pengelolaan

Limbah Sepanjang tahun buku 2025, jumlah limbah B3 yang dihasilkan oleh Perseroan tercatat sebesar 6,2 ton, mengalami penurunan sebesar 16,22% dibandingkan periode sebelumnya yang mencapai 7,4 ton. Sementara itu, timbulan limbah non-B3 tercatat sebesar 101,4 ton, menurun 44,13% dari periode sebelumnya yang mencapai 181,5 ton. Penurunan volume limbah ini mencerminkan efektivitas berbagai program pengurangan timbulan limbah yang telah diterapkan oleh Perusahaan. Adapun jumlah timbulan dan pengelolaan limbah Perseroan dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

Waste Generation and Management

Throughout the 2025 financial year, the Company generated a total of 6.2 tonnes of hazardous waste, representing a decrease of 16.22% compared with the previous year's total of 7.4 tonnes. Meanwhile, non-hazardous waste generation totaled 101.4 tonnes, representing a decrease of 44.13% from the previous year's 181.5 tonnes. The reduction in waste generation reflects the effectiveness of the Company's waste reduction initiatives implemented across its operations. The Company's waste generation and waste management performance over the past 3 (three) financial years are presented as follows:

Timbulan dan Pengelolaan Limbah [306-3, 306-4, 306-5] [B.2.c, F.13]
Waste Generation and Management

dalam Ton | in Tons

Uraian	FY2025	FY2024	FY2023	Description
Timbulan Limbah				**Waste Generation**
Limbah B3				**Hazardous Waste**
Oli/*Sludge* Bekas	2,5	5,5	2,7	Used Oil/Sludge
Aki/Baterai	1,0	0,3	1,8	Used Batteries
Limbah Elektronik	0,7	0,6	0,9	Electronic Waste
Kemasan Terkontaminasi B3	0,7	0,1	0,2	Hazardous Waste-Contaminated Packaging
Majun Bekas	0,2	0,4	0,5	Used Cleaning Rags
Spill Kit Bekas	0,1	0,0	0,2	Used Spill Kits
Limbah Terkontaminasi	0,2	0,1	0,4	Contaminated Waste
Scrap Terkontaminasi	0,0	0,0	0,0	Contaminated Scrap
Filter Bekas	0,1	0,2	0,1	Used Filters
Sisa Bahan Kimia (*Ex Chemical*)	0,3	0,2	0,5	Residual Chemical Materials (Ex Chemicals)
Produk cat tidak memenuhi spesifikasi (kadaluwarsa)	0,4	0,0	0,0	Paint product does not meet specifications (expired)
Jumlah	**6,2**	**7,4**	**7,3**	**Total**
Limbah Non-B3 (Sampah Domestik)				**Non-Hazardous Waste (Domestic Waste)**
Anorganik (Dapat Didaur Ulang)	62,8	65,0	26,8	Inorganic (Recyclable)
Organik (Mudah Terurai)	35,3	115,8	94,8	Organic (Compostable)
Residu	3,3	0,7	2,3	Residual Waste
Jumlah	**101,4**	**181,5**	**123,9**	**Total**
Jumlah Timbulan Limbah	**107,6**	**188,9**	**131,2**	**Total Waste Generated**
Pengurangan (Kenaikan) Timbulan Limbah				**Reduction (Increase) in Waste Generation**
Limbah B3	1,2	(0,1)	(0,6)	Hazardous Waste
Limbah Non-B3	80,1	(57,6)	97,8	Non-Hazardous Waste
Jumlah	**81,3**	**(57,7)**	**97,2**	**Total**
Pengelolaan Limbah				**Waste Management**
Limbah B3				**Hazardous Waste**
Diserahkan ke Pihak Ketiga Berizin [1)]	6,2	7,4	7,3	Transferred to Licensed Third Party [1)]
Jumlah	**6,2**	**7,4**	**7,3**	**Total**
Limbah Non-B3				**Non-Hazardous Waste**
Dialihkan dari TPA (Didaur Ulang / Dikompos)	58,2	0,0	0,0	Diverted from Landfill (Recycled/ Composted)
Dikirimkan ke TPA (Residu Sampah Domestik)	43,2	181,0	123,1	Directed to Disposal (Landfill)
Jumlah	**101,4**	**181,0**	**123,1**	**Total**

[1)] Limbah B3 diserahkan kepada pengangkut dan pengelola Limbah B3 berizin, serta seluruh perpindahannya dilaporkan melalui SPEED/SIMPEL KLH.
Hazardous waste was transferred to licensed hazardous waste transporters and waste management facilities, with all waste movements reported through the Ministry of Environment's SPEED/SIMPEL system.

Penggunaan Material yang Ramah Lingkungan [F.5]

Perseroan senantiasa menerapkan kebijakan QSHE untuk membatasi penggunaan material yang berisiko tinggi terhadap lingkungan. Kebijakan ini merujuk pada peraturan pemerintah serta standar internasional, seperti Protokol Kyoto (pengurangan emisi GRK) dan Protokol Montreal (pengendalian bahan perusak ozon).

Seluruh sistem pendingin udara di fasilitas Hexindo telah bebas dari refrigeran CFC, sementara trafo dan kapasitor yang digunakan tidak mengandung minyak pendingin berbasis PCB, sesuai dengan ketentuan dalam Permen LHK No. 29 Tahun 2020. Inisiatif tersebut telah tertuang dalam Nota Internal No. 001/NI-QSHE/HAP/IV/2022 tentang Pelarangan Penggunaan Bahan Kimia Tertentu.

Selain itu, Hexindo secara bertahap menggantikan lampu TL konvensional dengan lampu LED hemat energi di Kantor Pusat, Cabang Jakarta, dan Cabang Balikpapan. Upaya ini tidak hanya mengurangi konsumsi listrik dan emisi GRK, tetapi juga menekan limbah B3, seperti merkuri dari limbah lampu. Di sisi lain, penggunaan penerangan tenaga surya telah diterapkan di area akses masuk Cabang Balikpapan sebagai bentuk pemanfaatan energi terbarukan. Perseroan juga telah beralih ke bahan pembersih berbasis air untuk meminimalkan dampak jangka panjang terhadap kesehatan karyawan dan lingkungan.

Dalam kegiatan operasional sehari-hari, Hexindo mengimplementasikan konsep *paperless office* secara menyeluruh melalui berbagai inisiatif digital, antara lain:

- Digitalisasi proses administrasi, termasuk penerapan *digital approval system*;
- Pemanfaatan ulang kertas bekas non-rahasia dengan menggunakan sisi kosong untuk kebutuhan internal;
- Distribusi materi promosi melalui kanal digital seperti WhatsApp, email, dan QR code;
- Implementasi *e-receipt* untuk transaksi ritel yang dikirim langsung ke email pelanggan.

Adapun jumlah penggunaan kertas dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

Environmentally Friendly Material Usage

The Company consistently implements its QSHE Policy to limit the use of materials that pose significant environmental risks. This policy is aligned with applicable government regulations and international standards, including the Kyoto Protocol on greenhouse gas (GHG) emission reduction and the Montreal Protocol on the control of ozone-depleting substances.

All air conditioning systems installed at Hexindo's facilities are free from CFC-based refrigerants, while the transformers and capacitors in operation do not contain PCB-based insulating oil, in accordance with the requirements of Ministry of Environment and Forestry Regulation No. 29 of 2020. This commitment is formalized through Internal Memorandum No. 001/NI-QSHE/HAP/IV/2022 concerning the Prohibition of the Use of Certain Hazardous Chemicals.

In addition, Hexindo has progressively replaced conventional fluorescent (TL) lighting with energy-efficient LED lighting at its Head Office, Jakarta Branch, and Balikpapan Branch. This initiative not only reduces electricity consumption and greenhouse gas emissions but also minimizes hazardous waste generation, including mercury-containing waste from lighting equipment. Furthermore, solar-powered lighting has been installed at the entrance area of the Balikpapan Branch as part of the Company's gradual adoption of renewable energy. The Company has also transitioned to water-based cleaning agents to minimize long-term impacts on employee health and the environment.

In its day-to-day operations, Hexindo has comprehensively implemented a paperless office concept through various digital initiatives, including:

- Digitalizing administrative processes, including the implementation of a digital approval system;
- Reusing non-confidential paper by utilizing blank pages for internal purposes;
- Distributing promotional materials through digital platforms such as WhatsApp, email, and QR codes; and
- Implementing electronic receipts (e-receipts) for retail transactions, which are sent directly to customers via email.

The Company's paper consumption over the past three financial years is presented as follows:

Jumlah Penggunaan Kertas
Total Paper Consumption

Uraian	FY2025	FY2024	FY2023	Description
Bahan Baku Kertas (rim)				**Paper Raw Materials (reams)**
A3	5	0	10	A3
A4	1.210	1.759	1.018	A4
F4	5	5	0	F4
Continuous Form	860	132	507	Continuous Form
Jumlah	**2.080**	**1.896**	**1.535**	**Total**
Lainnya (Produk Jadi)				**Others (Finished Products)**
Buku	558	251	729	Book

Kenaikan dibandingkan 2 (dua) periode sebelumnya, hal tersebut tidak mencerminkan perubahan arah kebijakan. Peningkatan ini lebih disebabkan oleh kebutuhan dokumentasi tambahan pada proyek proyek tertentu. Secara keseluruhan, arah kebijakan Perseroan tetap konsisten dalam mendorong pengurangan penggunaan material berbasis kertas.

PENGELOLAAN SUMBER DAYA AIR [F.8]

Air merupakan sumber daya penting untuk menunjang aktivitas operasional Perusahaan, mulai dari proses pembersihan komponen dalam kegiatan remanufaktur, operasional bengkel yang membutuhkan sistem pendingin dan sanitasi, hingga fasilitas pendukung untuk layanan purna jual.

Sumber Pasokan Air

Perseroan memanfaatkan 2 (dua) sumber air utama untuk operasionalnya, yaitu pasokan dari jaringan PDAM dan air tanah yang diambil melalui sumur bor. Sumber daya air ini digunakan untuk memenuhi kebutuhan domestik seperti toilet, dapur, dan kebersihan, serta kebutuhan operasional seperti pencucian peralatan di workshop.

Inisiatif Konservasi dan Efisiensi Air

Sebagai bagian dari komitmen terhadap efisiensi dan konservasi sumber daya air, Perseroan telah mengimplementasikan berbagai inisiatif strategis, antara lain:

- Instalasi *flow meter* untuk memantau konsumsi air secara *realtime* serta mendeteksi potensi kebocoran secara dini;
- Penerapan sistem daur ulang air untuk kebutuhan nonkonsumsi, seperti penyiraman tanaman dan pendinginan mesin;
- Pemanfaatan teknologi *water-saving fixtures*, seperti keran sensor dan toilet *dual-flush* di fasilitas kantor;
- Pembangunan sumur resapan dan lubang biopori guna meningkatkan cadangan air tanah;
- Optimalisasi Ruang Terbuka Hijau (RTH) sebagai area resapan alami;

An increase compared with the previous two reporting periods does not indicate a change in the Company's policy direction. The increase was primarily attributable to additional documentation requirements associated with certain projects. Overall, the Company's policy remains consistently focused on reducing the use of paper-based materials.

WATER RESOURCE MANAGEMENT

Water is an essential resource supporting the Company's operational activities, ranging from component cleaning in remanufacturing processes and workshop operations requiring cooling and sanitation systems to supporting facilities for after-sales services.

Water Supply Sources

The Company utilizes two primary water sources for its operations, namely water supplied by the regional water utility (PDAM) and groundwater extracted through deep wells. These water resources are used to meet domestic needs, including sanitation, pantry and kitchen facilities, and general housekeeping, as well as operational requirements such as equipment washing in workshop facilities.

Water Conservation and Efficiency Initiatives

As part of its commitment to water conservation and efficient resource utilization, the Company has implemented various strategic initiatives, including:

- Installing flow meters to monitor water consumption in real time and detect potential leaks at an early stage;
- Implementing water recycling systems for non-potable applications, such as landscape irrigation and equipment cooling;
- Utilizing water-saving fixtures, including sensor-operated faucets and dual-flush toilet systems, throughout office facilities;
- Constructing infiltration wells and biopore systems to enhance groundwater recharge;
- Optimizing Green Open Spaces (RTH) as natural water infiltration areas;

- Pemanfaatan air kondensat dari sistem pendingin udara (AC) untuk penyiraman tanaman;
- Penerapan sistem drainase terpadu dengan pemeliharaan saluran air secara berkala;
- Penampungan air hujan untuk kebutuhan operasional tambahan;
- Pengembangan lanskap ramah air, yang dirancang untuk meminimalkan limpasan air serta mendukung sistem resapan alami;
- Kampanye internal hemat air melalui pemasangan poster/stiker, penyebaran *flyer* digital via internet dan surel kepada seluruh karyawan; serta
- Pengaturan debit air pada wastafel dan perangkat sanitasi lainnya untuk menekan konsumsi berlebih.

- Utilizing condensate water from air conditioning (AC) systems for landscape irrigation;
- Implementing integrated drainage systems supported by routine maintenance of drainage channels;
- Collecting rainwater for supplementary operational purposes;
- Developing water-sensitive landscaping designed to minimize surface runoff while enhancing natural water infiltration;
- Conducting internal water conservation campaigns through posters, stickers, and digital awareness materials distributed via the internet and email to all employees; and
- Regulating water flow rates at wash basins and other sanitary facilities to minimize excessive water consumption.

Penggunaan Air [F.8]

Sepanjang tahun buku 2025, total konsumsi air Perseroan tercatat sebesar 18.957 m^3, meningkat 15,30% dibandingkan dengan periode sebelumnya yang mencapai 16.442 m^3. Peningkatan dibandingkan periode sebelumnya, terutama seiring bertambahnya aktivitas operasional perseroan, namun upaya mengelola konsumsi air secara terukur melalui pemasangan *flow meter*, daur ulang air non-konsumsi, *water-saving fixtures*, serta sumur resapan dan lubang biopori. Adapun jumlah penggunaan air selama 3 (tiga) tahun buku terakhir adalah sebagai berikut:

Water Consumption

Throughout the 2025 financial year, the Company's total water consumption amounted to 18,957m^3, representing an increase of 15.30% compared with the previous year's consumption of 16,442 m^3. An increase compared to the previous reporting period, primarily driven by the expansion of the Company's operational activities. Nevertheless, the Company continued its efforts to manage water consumption in a controlled manner through the installation of flow meters, non-potable water recycling, water-saving fixtures, as well as infiltration wells and biopore infiltration holes. The Company's water consumption over the past three financial years is presented as follows:

Penggunaan Air [F.8]
Water Consumption

Uraian	FY2025 (m^3)	FY2024 (m^3)	FY2023 (m^3)	Description
Air PDAM Regional	18.872	16.316	18.915	Drinking Water Company
Air Tanah	85	126	-	Groundwater
Jumlah	**18.957**	**16.442**	**18.915**	**Total**

Catatan: Cakupan perhitungan meliputi Kantor Pusat serta Cabang Jakarta dan Balikpapan.
Note: The calculation covers the Head Office and the Jakarta and Balikpapan Branches.

PELESTARIAN KEANEKARAGAMAN HAYATI

[F.9, F.10]

Hingga akhir tahun buku 2025, seluruh wilayah operasional Perseroan tidak berada di dekat maupun di dalam kawasan konservasi, serta tidak berada di area yang memiliki keanekaragaman hayati yang signifikan. Meski demikian, Perseroan tetap berupaya untuk mendukung pelestarian lingkungan melalui berbagai inisiatif penghijauan di sekitar area kantor. Upaya ini mencakup:

1. Penanaman berbagai jenis pohon peneduh dan tanaman berdaun rimbun untuk meningkatkan keberagaman flora di lingkungan sekitar kantor;
2. Penambahan varietas tanaman hias dan hortikultura guna memperkaya ruang terbuka hijau dengan spesies tanaman yang beragam; serta

BIODIVERSITY CONSERVATION

As of the end of the 2025 financial year, none of the Company's operational sites were located within or adjacent to protected conservation areas or in locations with significant biodiversity value. Nevertheless, the Company remains committed to supporting environmental conservation through various greening initiatives implemented around its office premises. These initiatives include:

1. Planting various species of shade trees and leafy vegetation to enhance floral diversity within the office environment;
2. Introducing a wider variety of ornamental and horticultural plants to enrich green open spaces with diverse plant species; and

3. Pelaksanaan pemeliharaan rutin, seperti penyiraman, pemupukan, dan pemangkasan, untuk memastikan pertumbuhan tanaman yang optimal dan mendukung pelestarian keanekaragaman hayati di area tersebut.

Selain itu, Perseroan secara konsisten terlibat dalam program CSR yang berfokus pada pelestarian keanekaragaman hayati dan peningkatan kesadaran lingkungan di kalangan masyarakat sejak tahun 2017. Dalam program ini, Perseroan telah menjalin kemitraan dengan berbagai organisasi lokal untuk melaksanakan restorasi lingkungan di area kritis, serta melibatkan karyawan secara aktif guna menumbuhkan rasa kepedulian terhadap pelestarian alam. Hingga saat ini, Perseroan telah menanam lebih dari 6.000 bibit tanaman di 5 (lima) area kritis, yaitu Jakarta Utara, Sentul, Cirebon, Cariu, dan Sukabumi.

3. Conducting routine maintenance activities, including watering, fertilizing, and pruning, to ensure healthy plant growth and support biodiversity conservation within these areas.

In addition, since 2017 the Company has consistently participated in Corporate Social Responsibility (CSR) programs focusing on biodiversity conservation and environmental awareness within local communities. Through these programs, the Company has partnered with various local organizations to undertake environmental restoration initiatives in environmentally sensitive areas while actively encouraging employee participation to foster greater awareness and responsibility for nature conservation. To date, the Company has planted more than 6,000 tree seedlings across five critical areas, namely North Jakarta, Sentul, Cirebon, Cariu, and Sukabumi.

Aspek Sosial
Social Aspect

Topik Material yang Tercakup [3-2]
Material Topic Covered

- Keberadaan Pasar
  Market Prsence
- Kepegawaian
  Employment
- Kesehatan dan Keselamatan Kerja
  Occupational Health and Safety
- Pendidikan dan Pelatihan
  Educational and Training
- Keanekaragaman dan Kesetaraan Peluang
  Diversity and Equal Opportunity



KOMITMEN TERHADAP KEBERLANJUTAN SOSIAL [3-3]

Dalam menghadapi tantangan operasi Perusahaan yang tersebar di berbagai wilayah dengan karakteristik sosial ekonomi yang beragam, Perseroan perlu menyesuaikan strategi operasional, mengembangkan SDM secara berkelanjutan, menerapkan sistem K3 yang ketat, menyediakan pelatihan yang relevan, serta menerapkan manajemen inklusif demi menjamin kesetaraan bagi seluruh karyawan, serta membangun hubungan yang harmonis dengan masyarakat sekitar.

COMMITMENT TO SOCIAL SUSTAINABILITY

In addressing the challenges of operating across diverse regions with varying socio-economic characteristics, the Company continuously adapts its operational strategies, develops its human capital on an ongoing basis, implements a robust occupational health and safety management system, provides relevant employee training, and promotes inclusive management practices to ensure equal opportunities for all employees while fostering harmonious relationships with surrounding communities.

Dampak dan Pengelolaan Dampak [E.5]

Perseroan berkontribusi terhadap dampak sosial positif melalui pembukaan lapangan kerja serta pengembangan kompetensi karyawan melalui pelatihan teknis dan manajerial. Program CSR yang selaras dengan 7 prioritas SDGs turut mendorong pemberdayaan masyarakat sekitar. Tantangan seperti ketimpangan gender, risiko K3, dan isu ketenagakerjaa dikelola melalui kebijakan non-diskriminasi, penerapan SMK3 berbasis ISO 45001:2018, serta pengawasan atas pemenuhan hak tenaga kerja.

Komitmen dan Kebijakan

Perseroan berkontribusi terhadap dampak sosial positif melalui penciptaan lapangan kerja dan peningkatan kompetensi karyawan melalui pelatihan teknis maupun manajerial. Selanjutnya, melalui program CSR yang selaras dengan 7 (tujuh) prioritas SDGs, Perseroan turut mendorong pemberdayaan masyarakat sekitar secara berkelanjutan.

Tindakan dan Efektivitas

Perusahaan menerapkan tindakan preventif melalui pelatihan K3, inspeksi rutin, dan edukasi Safety Golden Rules. Penanganan insiden dilakukan oleh tim P2K3, didukung layanan BPJS dan telemedicine sebagai bagian dari dukungan medis dan tindak lanjut pascainsiden. Dampak positif dikelola melalui program beasiswa, apresiasi loyalitas, dan pelatihan budaya kerja. Efektivitas tercermin dari penurunan angka kecelakaan kerja, nihilnya kasus penyakit akibat kerja, serta evaluasi kinerja berbasis KPI secara menyeluruh.

Keterlibatan Pemangku Kepentingan

Bentuk keterlibatan pemangku kepentingan Perseroan dalam pengelolaan dampak sosial dan ketenagakerjaan mencakup:

- Karyawan dilibatkan melalui Forum Bipartit untuk dialog ketenagakerjaan, partisipasi dalam P2K3 untuk evaluasi K3, serta akses terhadap *Whistleblowing System* sebagai kanal pelaporan;
- Masyarakat diberdayakan melalui program CSR yang selaras dengan SDGs, dijalankan bersama pemerintah dan LSM untuk memastikan dampak sosial yang tepat sasaran; serta

Impacts and Impact Management

The Company contributes to positive social outcomes through job creation and the continuous development of employee competencies through technical and managerial training programs. In addition, its Corporate Social Responsibility (CSR) initiatives, which are aligned with seven priority Sustainable Development Goals (SDGs), support the sustainable empowerment of local communities. Social challenges, including gender inequality, occupational health and safety risks, and labor-related issues, are managed through non-discrimination policies, the implementation of an Occupational Health and Safety Management System (OHSMS) based on ISO 45001:2018, and continuous oversight of labor rights compliance.

Commitment and Policy

The Company is committed to generating positive social impacts through employment creation and continuous employee competency development by providing both technical and managerial training. Furthermore, through CSR programs aligned with seven priority SDGs, the Company actively promotes sustainable community empowerment within its operational areas.

Actions and Effectiveness

The Company implements preventive measures through occupational health and safety training, routine inspections, and education on the Safety Golden Rules. Incident management is carried out by the Occupational Health and Safety Committee (P2K3), supported by BPJS services and telemedicine facilities as part of post-incident medical assistance and follow-up. Positive social impacts are further enhanced through scholarship programs, employee loyalty recognition initiatives, and corporate culture development programs. The effectiveness of these initiatives is reflected in the reduction of workplace accident rates, the absence of occupational disease cases, and comprehensive performance evaluations based on Key Performance Indicators (KPIs).

Stakeholder Engagement

The Company's stakeholder engagement in managing social and labor-related impacts includes:

- Employees, through the Bipartite Forum for labor dialogue, participation in the Occupational Health and Safety Committee (P2K3) for OHS evaluations, and access to the Whistleblowing System as a reporting mechanism;
- Local communities, through CSR programs aligned with the SDGs and implemented in collaboration with government institutions and non-governmental organizations (NGOs) to ensure targeted and sustainable social impacts; and



- Pemasok dipantau secara berkala guna memastikan kepatuhan terhadap standar ketenagakerjaan, termasuk pelarangan pekerja anak dan kerja paksa dalam rantai pasok.

MANAJEMEN SUMBER DAYA MANUSIA [2-7, 405-1]

Perseroan menempatkan penghormatan terhadap hak asasi manusia, tenaga kerja, hubungan ketenagakerjaan, serta proses rekrutmen dan retensi karyawan sebagai prioritas dalam pengelolaan sumber daya manusia yang profesional dan berintegritas. Komitmen ini menjadi landasan dalam menciptakan lingkungan kerja yang adil, inklusif, dan kondusif bagi seluruh karyawan Hexindo.

- Suppliers, through periodic monitoring to ensure compliance with labor standards, including the prohibition of child labor and forced labor throughout the supply chain.

HUMAN CAPITAL MANAGEMENT

The Company places the highest priority on respecting human rights, labor rights, employment relations, and fair recruitment and employee retention practices as fundamental elements of professional and ethical human capital management. This commitment serves as the foundation for fostering a fair, inclusive, and supportive working environment for all Hexindo employees.



Komitmen terhadap Prinsip-Prinsip Hak Asasi Manusia [2-23]

Perseroan berkomitmen untuk menghormati dan melindungi hak asasi manusia dalam setiap aspek operasionalnya. Komitmen ini diwujudkan melalui pengintegrasian nilai-nilai universal ke dalam Peraturan Perusahaan dan PKB, yang mencakup:

1. Sistem remunerasi yang adil dan transparan;
2. Penghormatan terhadap kebebasan berserikat;
3. Pelarangan segala bentuk diskriminasi; serta
4. Penyediaan program pengembangan dan peningkatan kompetensi karyawan.

Untuk memastikan pemahaman yang menyeluruh atas kebijakan ini, Perseroan secara konsisten melakukan sosialisasi Peraturan Perusahaan dan PKB kepada seluruh karyawan, termasuk melalui program orientasi karyawan baru (*induction program*).

Commitment to Human Rights Principles

The Company is committed to respecting and protecting human rights across all aspects of its operations. This commitment is reflected through the integration of universal human rights principles into the Company's Regulations and the Collective Labor Agreement (CLA), which encompass:

1. A fair and transparent remuneration system;
2. Respect for freedom of association;
3. The prohibition of all forms of discrimination; and
4. The provision of employee development and competency enhancement programs.

To ensure a comprehensive understanding of these policies, the Company consistently communicates the Company's Regulations and the Collective Labor Agreement (CLA) to all employees, including through its new employee induction program.

Nondiskriminasi dan Pencegahan Pelecehan Seksual

[406-1]

Perseroan berkomitmen untuk menciptakan lingkungan kerja yang bebas dari diskriminasi dan pelecehan dalam bentuk apa pun. Setiap individu dihargai dan diperlakukan secara adil tanpa membedakan jenis kelamin, usia, ras, agama, kepercayaan, latar belakang budaya, atau kondisi fisik.

Perseroan juga memiliki kebijakan yang tegas dalam mencegah dan menindak segala bentuk pelecehan seksual di tempat kerja. Setiap tindakan atau perilaku yang mengarah pada pelecehan, baik secara verbal maupun non-verbal, tidak dapat diterima dan akan dikenai sanksi sesuai ketentuan yang berlaku. Pencegahan terhadap pelecehan seksual merupakan bagian penting dari upaya menciptakan tempat kerja yang aman, bermartabat, dan profesional.

Sebagai bagian dari implementasi Pedoman Perilaku, Perseroan menghormati hak privasi setiap karyawan, menjaga kerahasiaan data pribadi, serta menyediakan sarana pelaporan yang aman dan responsif untuk setiap kasus pelanggaran yang terjadi. Seluruh elemen organisasi didorong untuk membangun budaya kerja yang sehat, saling menghormati, dan berorientasi pada kesejahteraan bersama.

Sepanjang tahun buku 2025, tidak terdapat kasus diskriminasi yang terjadi di lingkungan Perseroan.

Tenaga Kerja

Perseroan mengelompokkan tenaga kerja ke dalam 2 (dua) kategori, yaitu karyawan yang dipekerjakan langsung oleh Perusahaan dan tenaga kerja *outsourcing* yang berasal dari pihak ketiga. Pada akhir tahun buku 2025, total tenaga kerja Perseroan tercatat sebanyak 2.489 orang, terdiri atas 1.979 karyawan dan 510 tenaga kerja *outsourcing*. Adapun jumlah tenaga kerja Perseroan dalam 3 (tiga) tahun terakhir adalah sebagai berikut:

Non-Discrimination and Prevention of Sexual Harassment

The Company is committed to fostering a workplace that is free from discrimination and harassment in any form. Every individual is respected and treated fairly regardless of gender, age, race, religion, belief, cultural background, or physical condition.

The Company also maintains a firm policy to prevent and address all forms of sexual harassment in the workplace. Any conduct or behavior constituting verbal or non-verbal harassment is strictly prohibited and will be subject to sanctions in accordance with applicable regulations. Preventing sexual harassment is an integral part of the Company's commitment to maintaining a safe, respectful, and professional working environment.

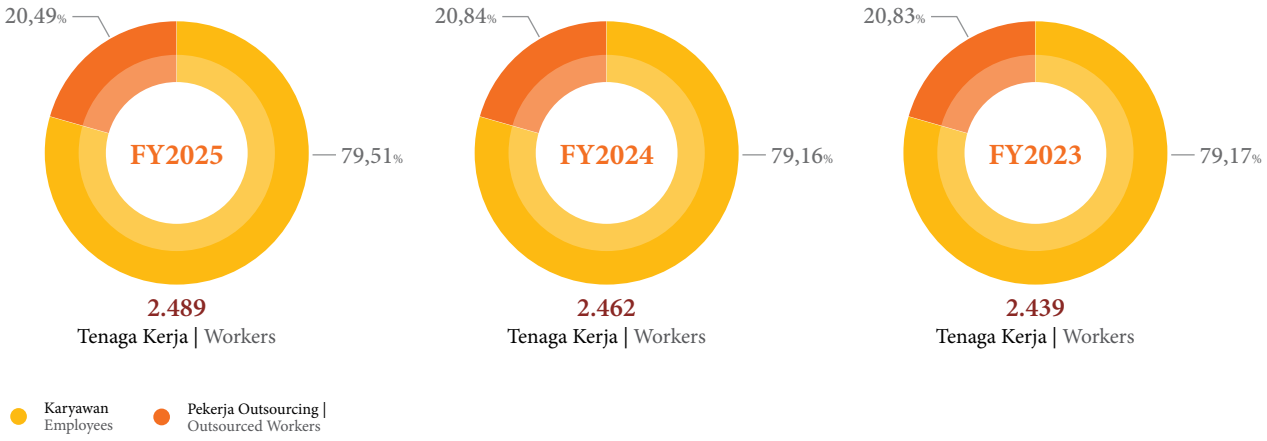
As part of the implementation of the Company's Code of Conduct, the Company respects every employee's right to privacy, safeguards the confidentiality of personal data, and provides secure and responsive reporting channels for any violations that may occur. All members of the organization are encouraged to foster a healthy workplace culture based on mutual respect, professionalism, and shared well-being.

Throughout the 2025 financial year, the Company recorded no cases of discrimination within its operations.

Workforce

The Company classifies its workforce into two categories: employees directly employed by the Company and outsourced personnel engaged through third-party service providers. As of the end of the 2025 financial year, the Company's total workforce amounted to 2,489 personnel, comprising 1.979 permanent employees and 510 outsourced workers. The composition of the Company's workforce over the past three financial years is presented as follows:

Komposisi Tenaga Kerja
Workers Composition



Dari total 1.979 karyawan yang dipekerjakan oleh Perseroan pada akhir tahun buku 2025, sebanyak 92,07% merupakan karyawan pria, sedangkan 7,93% merupakan karyawan wanita. Hal ini sejalan dengan sifat industri alat berat yang menuntut keahlian fisik dan teknis, yang umumnya lebih diminati oleh pria. Meski demikian, Perseroan tetap berkomitmen untuk menciptakan lingkungan kerja yang inklusif dan mendorong kesetaraan peluang bagi seluruh karyawan. Keberagaman tersebut tercermin dalam komposisi karyawan Perseroan selama 3 (tiga) tahun buku terakhir, sebagaimana berikut:

From the Company's total workforce of 1,979 employees at the end of fiscal year 2025, 92.07% were male employees, while 7.93% were female employees. This workforce composition reflects the nature of the heavy equipment industry, which requires specialized physical and technical competencies that have traditionally attracted a predominantly male workforce. Nevertheless, the Company remains committed to fostering an inclusive workplace and providing equal employment opportunities for all employees. The diversity of the Company's workforce over the past three financial years is presented as follows:

Demografi Karyawan [2-7, 405-1] [C.3]
Employee Demographic

Uraian	FY2025			FY2024			FY2023			Description
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	
Wilayah Kerja										**Work Area**
Kantor Pusat	240	60	300	243	61	304	228	55	283	Head Office
Wilayah Barat	311	35	346	280	28	308	280	27	307	West Area
Wilayah Timur	293	28	321	296	31	327	288	33	321	East Area
Proyek Pertambangan	978	34	1.012	975	35	1.010	985	35	1.020	Mining Project
Kelompok Usia										**Age Group**
> 50 Tahun	105	12	117	110	9	119	115	7	122	> 50 Years
41-50 Tahun	372	40	412	370	37	407	339	33	372	41-50 Years Old
31-40 Tahun	694	68	762	623	70	693	560	70	630	31-40 Years Old
21-30 Tahun	541	37	578	587	39	626	673	40	713	21-30 Years Old
≤ 20 Tahun	110	0	110	104	0	104	94	0	94	≤ 20 Years Old
Tingkat Jabatan										**Position Level**
Direksi	5	0	5	6	0	6	6	0	6	Board of Directors
Kepala Divisi	21	1	22	20	1	21	20	1	21	Division Head
Kepala Departemen	92	7	99	102	7	109	99	7	106	Department Head
Kepala Seksi	176	33	209	180	32	213	169	31	200	Section Head
Kepala Unit	131	1	132	132	1	133	129	1	130	Unit Head
Staf	1.397	115	1.512	1.353	114	1.467	1.358	110	1.468	Staf

Uraian	FY2025			FY2024			FY2023			Description
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	
Status Ketenagakerjaan										**Employment Status**
Karyawan Tetap	1.748	151	1.899	1.729	149	1.878	1.715	149	1.864	Permanent Employee
Karyawan Tidak Tetap	74	6	80	65	6	71	66	1	67	Contract Employee
Tingkat Pendidikan										**Education Level**
S2	8	4	12	6	4	10	6	4	10	Postgraduate
S1	405	104	509	409	100	509	403	92	495	Bachelor
D3	190	34	224	188	36	224	188	38	226	Diploma 3
D2	15	1	16	15	1	16	16	1	17	Diploma 2
D1	9	5	14	9	5	14	10	5	15	Diploma 1
SMA/Sederajat	1.193	9	1.202	1.165	9	1.174	1.155	10	1.165	Senior High School Equivalent
SMP	2	0	2	2	0	2	3	0	3	Junior High School
Jumlah	**1.822**	**157**	**1.979**	**1.794**	**155**	**1.949**	**1.781**	**150**	**1.931**	**Total**

Selain itu, Perseroan juga mempekerjakan tenaga kerja *outsourcing* melalui perusahaan penyedia jasa tenaga kerja. Hubungan kontrak mereka diatur antara pekerja dengan penyedia jasa, sementara Perseroan berperan sebagai pengguna jasa yang menentukan standar operasional dan pengawasan kinerja. Seluruh aspek administrasi ketenagakerjaan, termasuk pengupahan dan jaminan sosial, menjadi tanggung jawab penyedia jasa sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku.

Tenaga kerja ini berperan dalam mendukung operasional dan administrasi Perusahaan, mencakup posisi seperti *Security Officers, Office Boys/Girls, Drivers, Receptionists, Gardeners, General Support personnel, Crane Operators, Helper Technicians, Radio Operators, Welders, Warehouse Helpers, Administrative Staff, Building Maintenance personnel, Mess Keepers,* dan *General Administration personnel.*

Pada akhir tahun buku 2025, jumlah tenaga kerja *outsourcing* Perseroan tercatat sebanyak 510 orang, menurun sebesar 0,58% dibandingkan dengan tahun buku 2024 yang berjumlah 513 orang. Penurunan tersebut mencerminkan penyesuaian kebutuhan tenaga kerja outsourcing sesuai dengan kebutuhan operasional Perseroan selama periode pelaporan. Adapun jumlah pekerja *outsourcing* Perseroan dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

In addition to its directly employed workforce, the Company also engages outsourced personnel through third-party workforce service providers. The employment relationship is established between the outsourced workers and their respective service providers, while the Company acts as the service user responsible for defining operational standards and supervising work performance. All employment administration matters, including remuneration and social security benefits, remain the responsibility of the service providers in accordance with applicable laws and regulations.

These outsourced personnel support the Company's operational and administrative activities across various functions, including Security Officers, Office Boys/Girls, Drivers, Receptionists, Gardeners, General Support personnel, Crane Operators, Helper Technicians, Radio Operators, Welders, Warehouse Helpers, Administrative Staff, Building Maintenance personnel, Mess Keepers, and General Administration personnel.

At the end of fiscal year 2025, the Company employed 510 outsourced workers, representing a 0.58% decrease compared to 513 outsourced workers in fiscal year 2024. The decrease reflects adjustments to the Company's outsourced workforce requirements in line with its operational needs during the reporting period. The number of outsourced personnel over the past three financial years is presented as follows:

Pekerja *Outsourcing*
Outsourced Workers

Uraian	FY2025	FY2024	FY2023	Description
Jumlah Pekerja *Outsourcing*	510	513	508	Total Outsourced Workers

Tenaga Kerja Anak dan Tenaga Kerja Paksa [F.19]
[408-1, 409-1]

Perseroan berkomitmen untuk menghormati HAM dan memastikan praktik ketenagakerjaan yang etis di seluruh aktivitas bisnis dan rantai pasok. Untuk itu, Perseroan secara tegas melarang keberadaan tenaga kerja anak dan kerja paksa. Rekrutmen karyawan dilakukan dengan mematuhi batas usia minimum 18 tahun, sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.

Perseroan juga memastikan bahwa hubungan kerja dijalankan atas dasar kesepakatan sukarela tanpa paksaan, intimidasi, ancaman, tekanan, atau penipuan dalam bentuk apa pun. Seluruh bentuk kerja paksa ditolak dalam praktik ketenagakerjaan Perseroan. Dalam mendukung prinsip ini, Perusahaan secara aktif memantau dan mengevaluasi proses ketenagakerjaan, serta mendorong seluruh mitra kerja untuk menerapkan prinsip serupa di lingkungan kerjanya.

Kebijakan ini selaras dengan komitmen dalam Pedoman Perilaku Perseroan untuk menciptakan lingkungan kerja yang nyaman, aman, dan menjunjung tinggi integritas serta perlindungan terhadap martabat individu. Sepanjang tahun buku 2025, Perseroan tidak memiliki operasi dan pemasok yang berisiko signifikan baik dari segi jenis operasi maupun wilayah geografis terhadap insiden kerja paksa atau wajib kerja serta insiden pekerja anak atau pekerja muda yang terpapar pekerjaan berbahaya.

Hubungan Ketenagakerjaan [2-30, 407-1]

Hexindo berkomitmen untuk membangun hubungan ketenagakerjaan yang adil, inklusif, dan harmonis, dengan menjunjung tinggi prinsip kesetaraan tanpa diskriminasi berdasarkan suku, ras, agama, maupun gender. Komitmen ini diwujudkan melalui berbagai kebijakan dan langkah konkret, salah satunya dengan menyediakan sarana dan prasarana pendukung, seperti kegiatan olahraga, keagamaan, hingga *employee gathering* yang bertujuan mempererat ikatan antara karyawan dan Perusahaan.

Child Labor and Forced Labor

The Company is committed to respecting human rights and ensuring ethical labor practices throughout its business operations and supply chain. Accordingly, the Company strictly prohibits the use of child labor and any form of forced labor. Employee recruitment is conducted in compliance with the minimum employment age of 18 years, in accordance with applicable laws and regulations.

The Company also ensures that all employment relationships are established on the basis of voluntary agreement, free from coercion, intimidation, threats, undue pressure, or deception of any kind. All forms of forced or compulsory labor are strictly prohibited within the Company's employment practices. To uphold this commitment, the Company continuously monitors and evaluates its employment practices while encouraging all business partners to implement the same principles within their respective organizations.

This policy is aligned with the Company's Code of Conduct, which is designed to foster a safe, comfortable, and respectful working environment while upholding integrity and protecting the dignity of every individual. Throughout the 2025 financial year, the Company had no operations or suppliers identified as having significant risks related to forced or compulsory labor, child labor, or young workers engaged in hazardous work, either by the nature of their operations or their geographical location.

Industrial Relations

Hexindo is committed to fostering fair, inclusive, and harmonious industrial relations by upholding the principles of equality without discrimination based on ethnicity, race, religion, or gender. This commitment is reflected through various policies and practical initiatives, including the provision of employee support facilities and programs such as sports activities, religious events, and employee gatherings designed to strengthen engagement and foster closer relationships between employees and the Company.

Perjanjian Kerja Bersama (PKB)
Collective Labor Agreement (CLA)

Manajemen bersama perwakilan karyawan secara berkala meninjau dan memperbarui PKB sebagai bentuk komitmen untuk menjaga keselarasan hubungan industrial serta menjamin hak dan kewajiban kedua belah pihak. PKB yang telah disusun dan disahkan berlaku mengikat serta memberikan perlindungan langsung bagi seluruh karyawan. Pada Oktober 2023, manajemen dan Serikat Pekerja menyepakati pembaruan PKB untuk periode 2023-2025, yang mulai berlaku efektif pada 1 Oktober 2023 hingga 30 September 2025.

The management, together with employee representatives, regularly reviews and updates the CLA as a form of commitment to maintaining harmonious industrial relations and ensuring the rights and obligations of both parties. The finalized and ratified CLA is binding and provides direct protection for all employees. In October 2023, the management and the Labor Union agreed on an updated CLA for the 2023–2025 period, which became effective on October 1, 2023, and will remain in effect until September 30, 2025.

Selain itu, Hexindo senantiasa menghormati dan mendukung hak seluruh karyawan untuk membentuk serta menjadi anggota Serikat Pekerja (SP) sebagai bagian dari perlindungan hak-hak ketenagakerjaan. Dalam hal ini, SP Hexindo yang didirikan pada 17 November 2003 berperan aktif sebagai wadah representatif bagi karyawan. SP Hexindo menganut sistem keanggotaan aktif yang mendorong partisipasi konstruktif dalam menciptakan hubungan industrial yang sehat dan berkelanjutan.

Furthermore, Hexindo fully respects and supports the right of all employees to establish and become members of a Labor Union (LU) as part of the protection of employees' labor rights. Established on 17 November 2003, the Hexindo Labor Union has played an active role as the representative body for employees. The Union adopts an active membership system that encourages constructive participation in fostering sound and sustainable industrial relations.

Sebagai bentuk sinergi antara manajemen dan karyawan, koordinasi secara rutin dilakukan dalam rangka pembaruan Perjanjian Kerja Bersama (PKB), guna memastikan seluruh kebijakan ketenagakerjaan senantiasa relevan dan selaras dengan perkembangan kebutuhan serta dinamika di lingkungan kerja.

As part of the Company's commitment to maintaining constructive collaboration between management and employees, regular coordination is conducted in connection with the renewal of the Collective Labor Agreement (CLA). This process ensures that the Company's employment policies remain relevant and aligned with evolving business needs and workplace dynamics.

Sebagai bentuk dukungan terhadap kegiatan Serikat Pekerja, Perseroan memberikan berbagai bentuk dukungan, antara lain:

- Menyediakan fasilitas kantor sekretariat;
- Membantu pemotongan iuran serikat pekerja melalui sistem payroll sesuai dengan Anggaran Dasar, yang kemudian disetorkan langsung ke rekening serikat pekerja; dan
- Memfasilitasi kebutuhan ruang pertemuan organisasi selama tidak mengganggu kegiatan operasional.

To support the activities of the Labor Union, the Company provides various forms of assistance, including:

- Providing office facilities for the Union's secretariat;
- Facilitating the deduction of union membership dues through the payroll system in accordance with the Union's Articles of Association, with the collected contributions remitted directly to the Union's bank account; and
- Providing meeting facilities for Union activities, provided that such activities do not disrupt the Company's operational activities.

Hingga akhir tahun buku 2025, Perseroan memiliki Serikat Pekerja (SP) yang secara aktif berperan dalam menjaga keharmonisan hubungan industrial antara manajemen dan karyawan. Melalui Perjanjian Kerja Bersama (PKB), Serikat Pekerja menjadi wadah aspirasi mayoritas karyawan dalam membangun hubungan industrial yang sehat dan produktif. Adapun proporsi karyawan yang merupakan anggota SP dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

As of the end of the 2025 financial year, the Company maintained an active Labor Union that plays an important role in fostering harmonious industrial relations between management and employees. Through the Collective Labor Agreement (CLA), the Labor Union serves as the primary channel for representing the aspirations of the majority of employees in promoting healthy and productive industrial relations. The proportion of employees who were members of the Labor Union over the past three financial years is presented as follows:

Anggota Serikat Pekerja [2-30]
Member of the Labor Union

Uraian	Satuan Unit	FY2025	FY2024	FY2023	Description
Jumlah Anggota Serikat Pekerja	Orang Persons	1.493	1.465	1.796	Number of Labor Union Members
Jumlah Anggota Serikat Buruh	Orang Persons	211	203	0	Number of Labor Union Members
Jumlah Seluruh Karyawan	Orang Persons	1.979	1.949	1.931	Total Number of Employees
Proporsi Karyawan yang Tercakup dalam Serikat Pekerja dan Serikat Buruh	**%**	**86,1**	**85,6**	**93,0**	**Proportion of Employees Covered by the Worker Union and Labor Union**

Pada akhir tahun buku 2025, jumlah anggota Serikat Buruh tercatat sebanyak 211 orang. Secara keseluruhan, jumlah karyawan yang tergabung dalam Serikat Pekerja dan Serikat Buruh mencapai 1.704 orang, atau setara dengan 86,1% dari total karyawan Perseroan.

At the end of fiscal year 2025, the number of Labor Union members stood at 211. Overall, a total of 1,704 employees were members of the Employees' Union and Labor Union, representing 86.1% of the Company's total workforce.

Adapun bagi karyawan yang belum tercakup dalam Perjanjian Kerja Bersama (PKB), hak dan kewajiban mereka tetap dijamin melalui kontrak kerja individu yang merujuk pada ketentuan UU No. 13 Tahun 2003 tentang Ketenagakerjaan serta UU No. 11 Tahun 2020 tentang Cipta Kerja. Keberadaan Serikat Pekerja tidak hanya tercermin dalam cakupan PKB, tetapi juga dalam peran aktifnya melalui forum komunikasi bersama dengan manajemen, salah satunya melalui Forum Bipartit.

For employees who are not covered by the Collective Labor Agreement (CLA), their rights and obligations remain protected through individual employment agreements prepared in accordance with Law No. 13 of 2003 on Manpower and Law No. 11 of 2020 on Job Creation. The role of the Labor Union extends beyond the implementation of the Collective Labor Agreement, as it also actively represents employees through formal communication forums with management, including the Bipartite Forum.

Forum Bipartit
Bipartite Forum

Untuk memperkuat komunikasi dua arah dan mendorong terciptanya hubungan industrial yang harmonis dan partisipatif, manajemen dan perwakilan karyawan membentuk Forum Komunikasi Pekerja (FKP), yaitu forum bipartit yang beranggotakan wakil dari manajemen dan serikat pekerja. Forum ini menjadi wadah resmi untuk membahas berbagai isu ketenagakerjaan secara berkala dan kolektif. FKP dijalankan dengan prinsip kesetaraan, keterbukaan, dan tanggung jawab, serta bertujuan untuk mendukung terciptanya hubungan kerja yang harmonis, pencegahan konflik (*zero conflict*), peningkatan produktivitas, efisiensi operasional, dan pengurangan kecelakaan kerja (*zero accident*). Pertemuan FKP diselenggarakan secara berkala, minimal setiap tiga bulan, dan hasil-hasilnya menjadi acuan bersama dalam menjaga iklim ketenagakerjaan yang kondusif.

To strengthen two-way communication and foster the development of a harmonious and participative industrial relationship, the management and employee representatives have established the Workers Communication Forum (Forum Komunikasi Pekerja/ FKP), a bipartite forum consisting of representatives from both management and the labor union. This forum serves as the official platform for regularly and collectively discussing various labor-related issues. The FKP operates on the principles of equality, transparency, and accountability, and aims to support the creation of a harmonious working relationship, the prevention of conflicts (zero conflict), the improvement of productivity, operational efficiency, and the reduction of workplace accidents (zero accident). FKP meetings are held regularly, at a minimum once every three months, and the outcomes serve as a shared reference in maintaining a conducive labor climate.

Sepanjang tahun buku 2025, Perseroan telah menyelenggarakan 6 (enam) kali perundingan bipartit bersama perwakilan pekerja untuk membahas berbagai isu ketenagakerjaan secara terbuka dan konstruktif. Seluruh hasil perundingan tersebut dilaporkan kepada Dinas Ketenagakerjaan Jakarta Timur sebagai bentuk kepatuhan terhadap peraturan perundang-undangan yang berlaku.

Throughout the 2025 financial year, the Company conducted 6 (six) bipartite negotiation meetings with employee representatives to discuss various employment-related matters in an open and constructive manner. The outcomes of these negotiations were reported to the East Jakarta Manpower Office as part of the Company's compliance with applicable labor regulations.

Mekanisme Penanganan Masalah Ketenagakerjaan
[2-25, 2-26]

Dalam penyelesaian perselisihan hubungan industrial, Perseroan mengedepankan mekanisme bipartit sebagai langkah awal penyelesaian secara musyawarah antara manajemen dan perwakilan karyawan. Secara khusus, apabila terjadi pemutusan hubungan kerja (PHK), Perseroan terlebih dahulu melakukan perundingan langsung dengan karyawan yang bersangkutan atau dengan perwakilannya untuk mencapai kesepakatan bersama. Apabila kesepakatan tidak tercapai, maka penyelesaian akan dilanjutkan melalui mekanisme tripartit sesuai ketentuan peraturan perundang-undangan yang berlaku. Mekanisme penyelesaian tersebut juga telah diatur dalam PKB Pasal 68 tentang "Penyelesaian Perbedaan Pendapat". Selama proses berlangsung, para pihak tetap diwajibkan menjalankan tugas dan tanggung jawabnya serta menjaga suasana kerja yang kondusif.

Selain itu, Hexindo terus berkomitmen menciptakan lingkungan kerja yang adil, setara, dan inklusif dengan menerapkan prinsip nondiskriminatif terhadap suku, ras, agama, maupun gender. Perusahaan juga menyediakan sarana dan prasarana yang memungkinkan karyawan untuk menjalankan aktivitas di luar pekerjaan, seperti kegiatan olahraga, keagamaan, serta *employee/family gathering*, guna memperkuat hubungan antarkaryawan sekaligus meningkatkan kualitas hidup mereka secara menyeluruh.

Melalui berbagai upaya tersebut, tidak terdapat operasi maupun pemasok Perseroan yang berisiko melanggar hak kebebasan berserikat dan perundingan kolektif di sepanjang tahun buku 2025.

Rekrutmen dan Retensi Karyawan [3-3, 401-1]

Sejalan dengan pertumbuhan dan perkembangan bisnis, Hexindo terus mengelola proses rekrutmen secara sistematis untuk memastikan terpenuhinya kebutuhan tenaga kerja yang sesuai dengan standar kualifikasi. Perusahaan menerapkan sistem rekrutmen terbuka, memberikan kesempatan bagi individu dari berbagai latar belakang untuk bergabung. Proses rekrutmen dilakukan secara bertahap, dimulai dari seleksi awal, wawancara, tes kesehatan, hingga penempatan kerja. Divisi HC secara rutin menginventarisasi kebutuhan karyawan, baik umum maupun teknis, berdasarkan permintaan dari masing-masing divisi.

Employment Dispute Resolution Mechanism

In resolving industrial relations disputes, the Company prioritizes a bipartite consultation mechanism as the initial stage of settlement through deliberation between management and employee representatives. Specifically, in the event of employment termination, the Company first engages in direct negotiations with the affected employee or their representative to reach a mutual agreement. If no agreement can be achieved, the dispute will proceed through the tripartite dispute resolution mechanism in accordance with prevailing laws and regulations. This dispute resolution process is also stipulated under Article 68 of the Collective Labor Agreement (CLA) concerning the "Settlement of Differences of Opinion." Throughout the process, all parties are required to continue fulfilling their respective duties and responsibilities while maintaining a conducive working environment.

Furthermore, Hexindo remains committed to fostering a fair, equitable, and inclusive workplace by consistently applying non-discriminatory principles regardless of ethnicity, race, religion, or gender. The Company also provides facilities and programs that enable employees to participate in activities beyond their daily work responsibilities, including sports activities, religious events, and employee and family gatherings, with the aim of strengthening employee relationships while enhancing their overall well-being.

Through these initiatives, throughout the 2025 financial year the Company identified no operations or suppliers with significant risks related to violations of the rights to freedom of association or collective bargaining.

Employee Recruitment and Retention

In line with its business growth and development, Hexindo continues to manage its recruitment process systematically to ensure that workforce requirements are fulfilled with candidates who meet the Company's qualification standards. The Company adopts an open recruitment system, providing equal opportunities for individuals from diverse backgrounds to join the organization. The recruitment process is conducted through several stages, including initial screening, interviews, medical examinations, and employee placement. The Human Capital (HC) Division regularly assesses staffing requirements, covering both general and technical positions, based on requests submitted by each business unit.

Selain membuka kesempatan bagi kandidat eksternal, perusahaan juga menjalankan rekrutmen internal sebagai bagian dari strategi manajemen talenta dan pengembangan kompetensi karyawan yang sudah ada. Untuk menjaring tenaga profesional berpengalaman dari luar perusahaan, Divisi HC bekerja sama dengan penyedia layanan *online recruitment*. Di samping itu, Hexindo juga menjalin kemitraan dengan sejumlah Sekolah Menengah Kejuruan (SMK) di pulau Jawa dan Kalimantan untuk melaksanakan rekrutmen langsung. Siswa yang lolos seleksi akan mengikuti program *Basic Technical Skill* selama 6 (enam) bulan, yang terdiri dari pelatihan di kelas dan pelatihan langsung di tempat kerja, masing-masing selama 3 (tiga) bulan.

In addition to recruiting external candidates, the Company also implements internal recruitment as part of its talent management strategy and employee competency development program. To attract experienced professionals from outside the organization, the HC Division collaborates with online recruitment service providers. Furthermore, Hexindo has established partnerships with several vocational high schools (SMKs) across Java and Kalimantan to conduct direct recruitment programs. Candidates who successfully complete the selection process participate in a six-month Basic Technical Skill Program, consisting of three months of classroom training followed by three months of on-the-job training.

Sepanjang tahun buku 2025, Perseroan merekrut 100 karyawan baru, sedikit lebih rendah dibandingkan 103 karyawan pada tahun buku sebelumnya. Penurunan ini mencerminkan penyesuaian kebutuhan rekrutmen seiring meningkatnya produktivitas serta terjaganya stabilitas sumber daya manusia. Perseroan tetap menerapkan proses rekrutmen yang selektif untuk memastikan pemenuhan kebutuhan talenta yang kompeten sesuai dengan perkembangan bisnis dan kebutuhan operasional. Adapun rincian rekrutmen karyawan Hexindo dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

Throughout the 2025 financial year, the Company recruited 100 new employees, slightly lower than the 103 employees recruited in the previous financial year. This decrease reflects adjustments to recruitment needs in line with improved productivity and a stable workforce. The Company continues to implement a selective recruitment process to ensure the acquisition of competent talent aligned with business developments and operational requirements. The details of Hexindo's employee recruitment over the past three financial years are presented in the following table.

Rekrutmen Karyawan
Employee Recruitment

Uraian	FY2025	FY2024	FY2023	Description
Jenis Kelamin				**Gender**
Pria	96	94	176	Male
Wanita	4	9	7	Female
Kelompok Usia				**Age Group**
> 35 Tahun	5	49	71	> 35 Years Old
31-35 Tahun	4	32	59	31-35 Years Old
26-30 Tahun	9	10	30	26-30 Years Old
21-25 Tahun	22	6	10	21-25 Years Old
17-20 Tahun	60	6	13	17-20 Years Old
Wilayah Kerja				**Work Area**
Kantor Pusat	6	20	22	Head Office
Wilayah Barat	22	22	43	West Area
Wilayah Timur	22	22	34	East Area
Proyek Pertambangan	50	39	84	Mining Project
Jumlah	**100**	**103**	**183**	**Total**

Di sisi lain, jumlah karyawan yang keluar sepanjang tahun buku 2025 mencapai 70 orang, menurun 17,6% dari tahun sebelumnya yang berjumlah 85 orang. Kenaikan ini terutama disebabkan oleh banyaknya karyawan yang memasuki usia pensiun selama tahun buku berjalan. Berikut adalah rincian perputaran karyawan Hexindo dalam 3 (tiga) tahun buku terakhir:

On the other hand, the number of employees leaving the Company during the 2025 financial year reached 70, representing a decrease of 17.6% compared with 85 employees in the previous year. This increase was primarily attributable to the higher number of employees reaching retirement age during the reporting year. Details of Hexindo's employee turnover over the past three financial years are presented as follows:

Karyawan Keluar [401-1]
Employee Resignation

Uraian	FY2025	FY2024	FY2023	Description
Jenis Kelamin				**Gender**
Pria	68	81	63	Male
Wanita	2	4	11	Female
Kelompok Usia				**Age Group**
> 35 Tahun	39	46	42	> 35 Years Old
31-35 Tahun	8	8	13	31-35 Years Old
26-30 Tahun	11	14	12	26-30 Years Old
21-25 Tahun	11	13	7	21-25 Years Old
17-20 Tahun	1	4	0	17-20 Years Old
Wilayah Kerja				**Work Area**
Kantor Pusat	9	16	16	Head Office
Wilayah Barat	12	9	13	West Area
Wilayah Timur	19	14	14	East Area
Proyek Pertambangan	30	46	31	Mining Project
Jumlah	**70**	**85**	**74**	**Total**

Adapun rincian alasan keluarnya karyawan Perseroan beserta jumlahnya dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

The breakdown of employee separations by reason, together with the corresponding number of employees over the past three financial years, is presented as follows:

Alasan Keluar Karyawan
Reason for Employee Resignation

Uraian	FY2025	FY2024	FY2023	Description
Permintaan Sendiri	26	18	22	Voluntary Resignation
Meninggal Dunia	4	1	1	Passed Away
Menolak Mutasi	3	7	2	Refusal of Transfer
Akhir Masa Percobaan	0	3	1	End of Probation Period
Pensiun	18	20	18	Retirement
Melakukan Kesalahan Berat	5	18	14	Committing a Serious Misconduct
Sakit Berkepanjangan	0	1	1	Prolonged Illness
Akhir Masa Kontrak	14	17	15	End of Contract Period
Jumlah	**70**	**85**	**74**	**Total**

Secara keseluruhan, tingkat perputaran karyawan pada tahun buku 2025 mencapai 3,6%, menurun sebesar 0,8% dibandingkan dengan tahun buku 2024 yang tercatat sebesar 4,4%. Penurunan tersebut terutama dipengaruhi oleh faktor pensiun dan penyesuaian struktur SDM yang berdampak pada dinamika keluar-masuk karyawan selama periode pelaporan. Adapun adalah rincian perputaran karyawan Hexindo dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

Overall, the employee turnover rate in fiscal year 2025 was 3.6%, representing a decrease of 0.8% compared to 4.4% in fiscal year 2024. The decrease was primarily attributable to retirements and adjustments to the Company's human resources structure, which affected employee inflow and outflow dynamics during the reporting period. Details of Hexindo's employee turnover over the past three financial years are presented as follows:

Perputaran Karyawan [401-1]
Employee Turnover

Uraian	FY2025	FY2024	FY2023	Description
Karyawan pada Awal Tahun Buku	1.949	1.931	1.822	Employees at the Beginning of the Fiscal Year
Karyawan Baru	100	103	183	New Employees
Karyawan Keluar	70	85	74	Employees who Left
Karyawan pada Akhir Tahun Buku	1.979	1.949	1.931	Employees at the End of the Fiscal Year
Tingkat Perputaran Karyawan (%)	**3,6**	**4,4**	**3,9**	**Employee Turnover Rate (%)**

KEBERAGAMAN DAN KESETARAAN [405-1] [F.18]

Perseroan berkomitmen untuk menciptakan lingkungan kerja yang inklusif, adil, dan bebas dari diskriminasi. Dalam menjalankan kegiatan operasional dan membangun hubungan dengan para pemangku kepentingan, Hexindo menjunjung tinggi penghormatan terhadap HAM serta nilai-nilai keberagaman sebagai bagian integral dari budaya kerja. Komitmen ini diwujudkan melalui kebijakan internal, implementasi sistem manajemen SDM yang setara, serta keterbukaan terhadap aspirasi karyawan.

Kesetaraan Kesempatan Bekerja [F.18]

Hexindo menjamin setiap individu memiliki kesempatan yang setara untuk bekerja, berkembang, dan berkontribusi tanpa diskriminasi berdasarkan latar belakang pribadi apa pun. Dalam seluruh proses rekrutmen, pengangkatan jabatan, pelatihan, pengembangan karier, dan pemberian remunerasi, Perseroan tidak membedakan individu berdasarkan jenis kelamin, usia, ras, kebangsaan, agama, kepercayaan, atau kondisi fisik.

Komitmen ini tertuang dalam Peraturan Perusahaan, PKB, serta Pedoman Perilaku yang menjadi pedoman etika kerja di seluruh jenjang organisasi. Pasal 8 Ayat 7 PKB secara tegas mengatur bahwa penerimaan karyawan dilakukan secara adil dan bebas diskriminasi berdasarkan jenis kelamin, suku, agama, dan ras.

Selain menjamin kesetaraan, Perseroan juga mendorong partisipasi aktif seluruh karyawan dalam menyampaikan ide, masukan, dan saran yang konstruktif untuk peningkatan kinerja. Manajemen diharapkan turut mendorong kolaborasi lintas departemen guna menciptakan budaya kerja yang inklusif, terbuka, dan saling menghargai.

Cerminan dari pelaksanaan prinsip kesetaraan ini dapat dilihat pada komposisi karyawan Perseroan berdasarkan tingkat jabatan, jenis kelamin, dan kelompok usia dalam 3 (tiga) tahun buku terakhir, sebagai berikut:

DIVERSITY AND EQUAL OPPORTUNITY

The Company is committed to fostering an inclusive, fair, and discrimination-free workplace. In conducting its operations and engaging with stakeholders, Hexindo upholds respect for human rights and embraces diversity as an integral part of its corporate culture. This commitment is reflected through internal policies, the implementation of equitable human capital management practices, and an open environment that encourages employee participation and feedback.

Equal Employment Opportunity

Hexindo ensures that every individual is provided with equal opportunities to work, develop, and contribute, without discrimination based on any personal background. Throughout all employment processes—including recruitment, appointments, training, career development, and remuneration—the Company does not differentiate individuals based on gender, age, race, nationality, religion, beliefs, or physical condition.

This commitment is embedded in the Company's Regulations, the Collective Labor Agreement (CLA), and the Code of Conduct, which serve as the ethical framework for employees across all organizational levels. Article 8 Paragraph 7 of the Collective Labor Agreement explicitly stipulates that employee recruitment shall be conducted fairly and without discrimination based on gender, ethnicity, religion, or race.

In addition to ensuring equal opportunity, the Company actively encourages all employees to contribute ideas, suggestions, and constructive feedback to support continuous organizational improvement. Management is also expected to promote cross-functional collaboration to cultivate an inclusive, open, and mutually respectful workplace culture.

The implementation of these equal opportunity principles is reflected in the composition of the Company's workforce by job level, gender, and age group over the past three financial years, as presented below:

Komposisi Karyawan berdasarkan Tingkat Jabatan, Jenis Kelamin, dan Kelompok Usia [405-1]
Employee Composition by Position Level, Gender, and Age Group

Tingkat Jabatan* Position Level*	Jenis Kelamin dan Kelompok Usia Gender and Age Group												Grand Total	%
	Pria Male						Wanita Female							
	18-25	26-35	36-45	46-55	>55	Jumlah Total	18-25	26-35	36-45	46-55	>55	Jumlah Total		
FY2025														
Executive-Level	0	0	0	4	1	5	0	0	0	0	0	0	5	0,3
Senior-Level	0	6	50	51	6	113	0	1	2	4	1	8	121	6,1
Mid-Level	0	73	162	70	2	307	0	7	14	11	2	34	341	17,2
Entry-Level	358	640	296	102	1	1.397	11	54	40	10	0	115	1.512	76,4
Jumlah Total	**358**	**719**	**508**	**227**	**10**	**1.822**	**11**	**62**	**56**	**25**	**3**	**157**	**1.979**	**100,0**
FY2024														
Executive-Level	0	0	0	4	2	6	0	0	0	0	0	0	6	0,3
Senior-Level	0	5	54	55	9	123	0	0	3	5	0	8	131	6,7
Mid-Level	0	80	163	68	1	312	0	9	11	12	1	33	345	17,7
Entry-Level	358	618	275	102	0	1.353	9	59	37	9	0	114	1.467	75,3
Jumlah Total	**358**	**703**	**492**	**229**	**12**	**1.794**	**9**	**68**	**51**	**26**	**1**	**155**	**1.949**	**100,0**
FY2023														
Executive-Level	0	0	0	5	1	6	0	0	0	0	0	0	6	0,3
Senior-Level	0	4	50	55	10	119	0	2	1	5	0	8	127	6,6
Mid-Level	0	0	78	218	2	298	0	10	11	11	0	32	330	17,1
Entry-Level	355	643	267	93	0	1.358	7	62	34	7	0	110	1.468	76,0
Jumlah Total	**355**	**647**	**395**	**371**	**13**	**1.781**	**7**	**74**	**46**	**23**	**0**	**150**	**1.931**	**100,0**

*) Catatan | Note:
Executive-level: Direksi | Board of Directors
Senior-level: Kepala Departemen dan Kepala Divisi | Department Head and Division Head
Mid-level: Kepala Unit dan Kepala Seksi | Unit Head and Section Head
Entry-level: Staf | Staff

Keberagaman Karyawan [202-1, 405-1]

Hexindo memandang bahwa keberagaman merupakan kekuatan yang memperkaya perspektif organisasi dan mendukung keunggulan kompetitif. Perseroan menghargai dan menerima perbedaan latar belakang budaya, suku, agama, jenis kelamin, dan kewarganegaraan sebagai bagian dari dinamika positif dalam lingkungan kerja.

Komitmen terhadap keberagaman juga tercermin dalam komposisi kewarganegaraan karyawan, yang menunjukkan keterlibatan tenaga kerja lokal dan asing dalam mendukung pertumbuhan bisnis Hexindo. Rincian komposisi karyawan berdasarkan kewarganegaraan dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

Workforce Diversity

Hexindo believes that diversity is a strategic strength that enriches organizational perspectives and enhances the Company's competitive advantage. The Company values and embraces differences in cultural background, ethnicity, religion, gender, and nationality as positive elements that contribute to a dynamic and inclusive workplace.

The Company's commitment to diversity is also reflected in the nationality composition of its workforce, demonstrating the contribution of both local and foreign employees in supporting Hexindo's business growth. The composition of employees by nationality over the past three financial years is presented as follows:

Komposisi Karyawan berdasarkan Kewarganegaraan [405-1]
Employee Composition by Nationality

Uraian	FY2025	FY2024	FY2023	Description
Warga Negara Indonesia (Lokal)	1.965	1.936	1.918	Indonesian Citizen (Local)
Warga Negara Asing	14	13	16	Foreign National
Jumlah	**1.979**	**1.949**	**1.934**	**Total**

Sebagai wujud komitmen terhadap keberagaman dan pemberdayaan tenaga kerja lokal, Perseroan memastikan keterwakilan karyawan lokal dalam jajaran manajemen senior, yaitu pada posisi Kepala Divisi yang berada 1 (satu) tingkat di bawah Direksi. Adapun proporsi manajemen senior lokal dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

As part of its commitment to diversity and the empowerment of the local workforce, the Company ensures the representation of local employees within its senior management, specifically at the Division Head level, which is one level below the Board of Directors. The proportion of local senior management over the past three financial years is presented as follows:

Proporsi Manajemen Senior Lokal Level Kepala Divisi [202-2]
Proportion of Local Senior Management Division Head Level

Uraian	Satuan Unit	FY2025	FY2024	FY2023	Description
Jumlah Manajemen Senior Lokal (WNI)	Orang Persons	16	16	16	Total Local Senior Management (Indonesian Citizen)
Jumlah Manajemen Senior	Orang Persons	22	21	21	Total Senior Management
Proporsi Manajemen Senior Lokal (WNI)	**%**	**72,7**	**76,2**	**76,2**	**Proportion of Local Senior Management (Indonesian Citizen)**

KESEJAHTERAAN KARYAWAN

Sebagai bentuk komitmen terhadap terciptanya lingkungan kerja yang adil dan berkelanjutan, Perseroan secara konsisten memperhatikan kesejahteraan karyawan melalui kebijakan upah yang kompetitif, penerapan prinsip kesetaraan dalam remunerasi, pemberian tunjangan, kesetaraan remunerasi, pemenuhan hak cuti karyawan, serta penyediaan program pensiun.

Kompensasi Karyawan [2-21, 202-2, 405-2] [E.20]

Sebagai wujud komitmen terhadap prinsip keadilan, Perseroan menetapkan upah minimum karyawan di atas Upah Minimum Provinsi (UMP) yang berlaku di setiap wilayah operasional. Penetapan remunerasi dilakukan secara konsisten di seluruh unit kerja, dengan mempertimbangkan tingkat remunerasi di industri sejenis, indikator ekonomi makro, kinerja, kompetensi, dan pengalaman individu, serta faktor eksternal seperti regulasi ketenagakerjaan, standar industri, upah minimum, kondisi keuangan perusahaan, dan situasi makroekonomi. Adapun perbandingan antara upah minimum karyawan Perseroan dan UMP pada tahun buku 2025 adalah sebagai berikut:

EMPLOYEE WELFARE

As part of its commitment to fostering a fair and sustainable workplace, the Company consistently promotes employee welfare through competitive compensation policies, the application of equitable remuneration principles, the provision of employee benefits, equal remuneration practices, the fulfillment of employee leave entitlements, and the implementation of retirement benefit programs.

Employee Compensation

As a reflection of its commitment to fairness, the Company establishes minimum employee wages that exceed the applicable Provincial Minimum Wage (UMP) in each of its operational areas. Remuneration is determined consistently across all business units by taking into account compensation levels within comparable industries, macroeconomic indicators, individual performance, competencies, and experience, as well as external factors such as labor regulations, industry standards, minimum wage requirements, the Company's financial condition, and the prevailing macroeconomic environment. A comparison between the Company's minimum employee wages and the applicable Provincial Minimum Wage (UMP) for the 2025 financial year is presented as follows:

Perbandingan Upah Minimum Karyawan dengan Upah Minimum Regional [202-1] [F.20]

Comparison of Employee Minimum Wage with Regional Minimum Wage

Wilayah Kerja Work Area	Upah Minimum Setempat (Rp) Local Minimum Wages (Rp)	Upah Minimum Karyawan (Rp) Employee Minimum Wages (Rp)	%
DKI Jakarta	5.729.876	5.800.000	101,2
Balikpapan	3.856.694	3.860.000	100,1

Dalam pemberian remunerasi, Perseroan juga senantiasa menjunjung tinggi prinsip kesetaraan gender. Hal ini tercermin dalam rasio gaji pokok dan total remunerasi antara karyawan pria dan wanita yang menunjukkan perlakuan yang setara tanpa memandang gender. Adapun rasio gaji pokok dan remunerasi berdasarkan gender selama 3 (tiga) tahun buku terakhir adalah sebagai berikut:

In determining remuneration, the Company consistently upholds the principle of gender equality. This commitment is reflected in the ratio of basic salaries and total remuneration between male and female employees, demonstrating equal treatment regardless of gender. The ratio of basic salary and total remuneration by gender over the past three financial years is presented as follows:

Rasio Gaji Pokok dan Remunerasi Pria Dibandingkan Wanita [405-2]

Ratio of Basic Salary and Remuneration of Male to Female

Uraian	Wanita terhadap Pria Women against Men			Pria terhadap Wanita Men against Women			Description
	FY2025	FY2024	FY2023	FY2025	FY2024	FY2023	
Kantor Pusat DKI Jakarta	0,85	0,83	0,86	1,17	1,20	1,16	DKI Jakarta Head Office
Kantor Cabang DKI Jakarta	0,78	1,31	1,20	1,28	0,76	0,83	DKI Jakarta Branch Office
Kantor Cabang Balikpapan	0,77	1,03	0,94	1,30	0,97	1,06	Balikpapan Branch Office

Selain menjunjung tinggi prinsip kesetaraan gender, Perseroan juga memperhatikan aspek proporsionalitas dalam struktur kompensasi secara keseluruhan. Salah satu indikatornya tercermin dalam rasio antara total remunerasi individu dengan remunerasi tertinggi dan rata-rata remunerasi seluruh karyawan (tidak termasuk individu dengan remunerasi tertinggi). Pada tahun buku 2025, rasio tersebut tercatat sebesar 2,53, meningkat sekitar 0,4% dibandingkan dengan tahun buku 2024 yang sebesar 2,52. Kenaikan tersebut mencerminkan adanya perubahan dalam struktur distribusi remunerasi Perseroan selama periode pelaporan.

In addition to upholding the principle of gender equality, the Company also emphasizes proportionality within its overall compensation structure. One of the indicators is reflected in the ratio between the remuneration of the highest-paid individual and the average remuneration of all employees (excluding the highest-paid individual). In fiscal year 2025, the ratio was recorded at 2.53, representing an increase of approximately 0.4% compared to 2.52 in fiscal year 2024. The increase reflects changes in the Company's remuneration distribution structure during the reporting period.

Dengan demikian, rasio rata-rata remunerasi seluruh karyawan (tidak termasuk individu dengan remunerasi tertinggi) terhadap remunerasi individu dengan remunerasi tertinggi mengalami penurunan dari 0,40 pada tahun buku 2024 menjadi 0,39 pada tahun buku 2025, atau turun sebesar 2,5%. Penurunan tersebut mencerminkan adanya perubahan komposisi remunerasi antara rata-rata karyawan dan individu dengan remunerasi tertinggi selama tahun pelaporan.

Accordingly, the ratio of the average remuneration of all employees (excluding the highest-paid individual) to the remuneration of the highest-paid individual decreased from 0.40 in fiscal year 2024 to 0.39 in fiscal year 2025, representing a decline of 2.5%. This decrease reflects changes in the remuneration composition between the average employee remuneration and the remuneration of the highest-paid individual during the reporting period.

Perkembangan ini mencerminkan komitmen Perseroan dalam menerapkan prinsip keadilan dan proporsionalitas dalam sistem kompensasi, guna menciptakan struktur remunerasi yang adil dan merata. Adapun rincian rasio kompensasi total

This development demonstrates the Company's commitment to implementing the principles of fairness and proportionality within its compensation system, thereby fostering a remuneration structure that is equitable and balanced. Details

tahunan karyawan Perseroan dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

of the Company's annual total compensation ratio over the past three financial years are presented as follows:

Rasio Kompensasi Total Tahunan Karyawan [2-21]
Annual Total Employee Compensation Ratio

Uraian	FY2025	FY2024	FY2023	Description
Individu dengan bayaran tertinggi terhadap seluruh karyawan (tidak termasuk individu dengan bayaran tertinggi)	2,53	2,52	2,72	The highest-paid individual in relation to all other employees (excluding the highest-paid individual)
Seluruh karyawan (tidak termasuk individu dengan bayaran tertinggi) terhadap individu dengan bayaran tertinggi	0,39	0,40	0,37	All other employees (excluding the highest-paid individual) in relation to the highest-paid individual

Tunjangan dan Insentif Karyawan [201-3, 401-2]

Sebagai bagian dari struktur remunerasi yang selaras dengan kontribusi dan kebutuhan karyawan, Perseroan memberikan berbagai tunjangan dan insentif guna meningkatkan kesejahteraan dan motivasi karyawan. Inisiatif ini bertujuan untuk mendukung stabilitas finansial serta meningkatkan kualitas hidup karyawan secara menyeluruh.

Sebagai bagian dari upaya tersebut, Perseroan menyediakan beragam tunjangan dan fasilitas tambahan, seperti subsidi sewa rumah, tunjangan transportasi, bantuan kesehatan, bantuan pembelian kacamata, fasilitas makan, tunjangan lokasi, keanggotaan serikat pekerja, serta program jaminan sosial.

Dalam rangka meningkatkan motivasi dan mempertahankan loyalitas karyawan, Hexindo juga memberikan penghargaan dan insentif guna memupuk semangat, kedisiplinan, dan dedikasi dalam bekerja. Selain insentif bulanan yang diberikan berdasarkan pencapaian penjualan, Perseroan juga menyediakan bentuk apresiasi lainnya, seperti:

- Program beasiswa bagi anak-anak karyawan yang berprestasi, guna mendukung pengembangan potensi, kemampuan, dan prestasi mereka secara optimal; dan
- Penghargaan berupa logam mulia kepada karyawan yang telah mengabdi selama 10, 15, 20, dan 25 tahun sebagai bentuk penghormatan atas loyalitas dan dedikasi mereka.

Seluruh ketentuan terkait fasilitas, tunjangan, serta bentuk penghargaan karyawan diatur dalam PKB yang berlaku di lingkungan Perseroan. Selain itu, Perseroan juga memberikan program manfaat pensiun untuk mendukung kesejahteraan karyawan yang memasuki masa purna tugas, dengan mengacu pada ketentuan BPJS Ketenagakerjaan.

Employee Benefits and Incentives

As part of its remuneration structure, which is designed to align with employees' contributions and needs, the Company provides a comprehensive range of benefits and incentives to enhance employee welfare and motivation. These initiatives are intended to support employees' financial well-being while improving their overall quality of life.

To support this commitment, the Company provides various employee benefits and additional facilities, including housing rental subsidies, transportation allowances, healthcare assistance, eyewear reimbursement, meal facilities, location allowances, labor union membership, and social security programs.

To further strengthen employee motivation and foster long-term loyalty, Hexindo also offers recognition and incentive programs designed to encourage enthusiasm, discipline, and dedication in the workplace. In addition to monthly incentives based on sales performance, the Company provides various forms of employee recognition, including:

- Scholarship programs for high-achieving employees' children to support the development of their talents, capabilities, and academic achievements; and
- Long-service awards in the form of precious metals presented to employees who have completed 10, 15, 20, and 25 years of service in recognition of their loyalty and dedication.

All provisions relating to employee facilities, benefits, and recognition programs are governed by the Collective Labor Agreement (CLA) applicable within the Company. In addition, the Company provides retirement benefit programs to support employees as they transition into retirement, in accordance with the provisions of BPJS Ketenagakerjaan.

Cuti Melahirkan [401-3]

Sebagai wujud kepedulian terhadap kesejahteraan karyawan, khususnya wanita, Perseroan juga memberikan fasilitas cuti melahirkan sesuai dengan ketentuan yang berlaku. Pemberian hak cuti ini merupakan bagian dari komitmen Perusahaan dalam melindungi hak-hak wanita serta mendorong terciptanya keseimbangan antara kehidupan kerja dan keluarga. Adapun karyawan wanita Perseroan yang telah mengambil cuti melahirkan dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

Maternity Leave

As part of its commitment to employee well-being, particularly for female employees, the Company provides maternity leave in accordance with applicable laws and regulations. This entitlement reflects the Company's commitment to protecting women's rights while promoting a healthy balance between employees' professional and family responsibilities. The number of female employees who utilized maternity leave over the past three financial years is presented as follows:

Cuti Melahirkan [401-3]

Parental Leave

Uraian	FY2025	FY2024	FY2023	Description
Karyawan yang Berhak Mendapat Cuti Melahirkan	100	98	98	Employees that were Entitled to Parental Leave
Karyawan yang Mengambil Cuti Melahirkan	8	13	8	Employees that took Parental Leave
Karyawan yang Kembali Bekerja pada Periode Pelaporan Setelah Cuti Melahirkan Berakhir	8	13	8	Employees that Returned to Work in the Reporting Period After Parental Leave Ended
Karyawan yang Kembali Bekerja Setelah Cuti Melahirkan Berakhir, yang Masih Dipekerjakan 12 Bulan Setelah Kembali Bekerja	8	13	8	Employees that Returned to Work After Parental Leave Ended that were Still Employed 12 Months After Their Return to Work
Tingkat Karyawan yang Kembali Bekerja dan Dapat Dipertahankan Setelah Mengambil Cuti Melahirkan	100,0%	100,0%	100,0%	Return to Work and Retention Rates of Employees that Took Parental Leave

PENGEMBANGAN KOMPETENSI SDM [404-1, 404-2] [F.22]

Sebagai komitmen terhadap pengembangan sumber daya manusia yang berkelanjutan, Hexindo mengelola *Training Center* (TC) yang berlokasi di Jakarta dan Balikpapan. Fasilitas ini berperan sebagai pusat pelatihan teknis dan manajerial yang dilengkapi dengan peralatan mutakhir serta kurikulum berbasis kompetensi, guna memastikan keselarasan program pelatihan dengan kebutuhan strategis Perusahaan.

Dalam rangka mendukung rencana suksesi dan pertumbuhan bisnis, Divisi HC secara proaktif melaksanakan *Talent Mapping Program*. Program ini bertujuan untuk mengidentifikasi serta memetakan kompetensi individu yang berpotensi menempati posisi-posisi strategis, khususnya dalam menghadapi masa transisi seperti pensiun karyawan kunci. Proses ini mencakup asesmen komprehensif terhadap karyawan yang direkomendasikan oleh masing-masing direktorat, disertai penyusunan *Individual Development Plan* (IDP) guna menjembatani kesenjangan kompetensi yang teridentifikasi.

Kompetensi yang dibutuhkan diidentifikasi berdasarkan proses bisnis pada bidang teknik, after-sales, dan strategic marketing. Hasil identifikasi ini menjadi dasar pelaksanaan *Training Needs Analysis* (TNA), yang dilakukan melalui kuesioner kepada setiap unit atau *user*. TNA digunakan untuk memetakan kesenjangan kompetensi dan menjadi acuan

HUMAN CAPITAL COMPETENCY DEVELOPMENT

As part of its commitment to sustainable human capital development, Hexindo operates dedicated Training Centers (TC) located in Jakarta and Balikpapan. These facilities serve as centers of excellence for technical and managerial training, equipped with modern training equipment and competency-based curricula to ensure that learning programs remain aligned with the Company's strategic business needs.

To support succession planning and long-term business growth, the Human Capital (HC) Division proactively implements the Talent Mapping Program. This initiative is designed to identify and assess employees with the potential to assume strategic positions, particularly in preparation for organizational transitions such as the retirement of key personnel. The program includes comprehensive competency assessments of employees nominated by each directorate, followed by the preparation of Individual Development Plans (IDPs) to address identified competency gaps.

Required competencies are identified based on business processes across the engineering, after-sales, and strategic marketing functions. The results of this assessment form the basis of the Company's Training Needs Analysis (TNA), which is conducted through questionnaires distributed to each business unit or user department. The TNA is used to identify

dalam penyusunan rencana pelatihan selama satu tahun. Selain itu, TNA juga menjadi dasar dalam penetapan anggaran pelatihan agar lebih terarah dan sesuai dengan kebutuhan pengembangan karyawan.

competency gaps and serves as the primary reference for developing the annual training plan. In addition, it provides the basis for determining the annual training budget, ensuring that employee development initiatives are targeted and aligned with organizational requirements.

Hexindo juga menerapkan program pembentukan karakter *One Hexindo* dan *Kenkijin Spirit* sebagai upaya strategis untuk membangun budaya kerja yang proaktif, solutif, dan kolaboratif di seluruh lini organisasi. Nilai-nilai ini diinternalisasikan melalui berbagai inisiatif, antara lain:

- Program induksi karyawan baru yang terintegrasi dalam *platform Learning Management System* (LMS);
- Pelatihan kepemimpinan berbasis nilai; serta
- Kampanye perilaku positif di lingkungan kerja.

Hexindo also implements the One Hexindo and Kenkijin Spirit character-building programs as strategic initiatives to cultivate a proactive, solution-oriented, and collaborative workplace culture throughout the organization. These core values are embedded through various initiatives, including:

- A new employee induction program integrated into the Learning Management System (LMS);
- Values-based leadership development programs; and
- Positive workplace behavior campaigns.

Implementasi program ini terbukti berkontribusi signifikan terhadap peningkatan etos kerja, khususnya dalam aspek kerja tim dan pelayanan pelanggan, sekaligus menjadi fondasi dalam pengembangan budaya Perusahaan yang berkelanjutan.

The implementation of these initiatives has made a significant contribution to strengthening employees' work ethic, particularly in the areas of teamwork and customer service excellence, while also serving as a strong foundation for the sustainable development of the Company's corporate culture.

Hexindo Academy Learning Management System (LMS)



Sebagai wujud komitmen dalam mengembangkan SDM, Hexindo secara aktif mendorong setiap karyawan untuk terus meningkatkan kompetensinya. Untuk mendukung hal tersebut, Hexindo menghadirkan "*Hexindo Academy Learning Management System*" (LMS), sebuah *platform* pembelajaran digital yang menyediakan berbagai modul pelatihan dengan berbagai kategori. LMS ini dapat diakses oleh seluruh karyawan secara online, kapan pun dan di mana pun, sehingga memungkinkan proses pembelajaran yang fleksibel dan berkelanjutan. Melalui *platform* ini, karyawan dapat mengikuti pelatihan berdasarkan penugasan dari Perusahaan maupun secara mandiri sesuai minat dan kebutuhan pengembangan diri. Terdapat 7 (tujuh) kategori pelatihan yang tersedia, antara lain *Knowing Your Organization, Management & Leadership, Personal Development, Selling Skill, Technical Knowledge, Safety Knowledge,* serta *Product Knowledge,* yang dirancang untuk memperkuat kompetensi teknis maupun kepemimpinan.

As part of its commitment to human capital development, Hexindo actively encourages every employee to continuously enhance their competencies. To support this objective, the Company has established the Hexindo Academy Learning Management System (LMS), a digital learning platform that offers a wide range of training modules across various competency categories. The LMS is accessible online to all employees anytime and anywhere, enabling flexible and continuous learning opportunities. Through this platform, employees can participate in training programs assigned by the Company or independently enroll in courses based on their individual interests and professional development needs. The platform offers seven training categories: Knowing Your Organization, Management & Leadership, Personal Development, Selling Skills, Technical Knowledge, Safety Knowledge, and Product Knowledge, all of which are designed to strengthen both technical expertise and leadership capabilities.

Pengembangan kompetensi karyawan mencakup pelatihan, pembinaan (*coaching*), dan motivasi, yang menjangkau seluruh jenjang organisasi mulai dari level manajer, penyelia, kepala unit, teknisi, staf, hingga karyawan baru. Secara garis besar, program pelatihan yang diselenggarakan oleh Perseroan terbagi menjadi 2 (dua) kategori utama, yaitu pelatihan umum dan pelatihan khusus.

Pelatihan umum merupakan program pengembangan kompetensi karyawan yang diselenggarakan oleh Divisi *Human Capital* untuk memperkuat kapasitas manajerial serta keterampilan dasar yang esensial guna mendukung efektivitas dan produktivitas kerja di seluruh lini organisasi. Program pelatihan ini meliputi:

1. **Pelatihan Manajerial**

   Hexindo menyelenggarakan 2 (dua) program utama sebagai bagian dari pelatihan manajerial, yaitu:

   - *Hexindo Middle Management Program (HMMP)*

     Pelatihan yang berfokus pada penguatan keterampilan presentasi, pemahaman finansial untuk non-keuangan (*Finance for Non-Finance*/ FINON), serta kepemimpinan.
   - *Hexindo Basic Management Program* I & II (HBMP I & II)

     Program HBMP I & II dirancang untuk memperkuat pemahaman peserta terhadap prinsip-prinsip manajemen dasar, yaitu *Planning, Organizing, Actuating,* dan *Controlling* (POAC).

2. **Pelatihan Teknis**

   Pelatihan yang berfokus pada peningkatan keterampilan teknis operasional, termasuk pelatihan alat berat dan teknologi terbaru guna mendukung efisiensi dan efektivitas kerja di lapangan.

3. **Pelatihan Non-Teknis**

   Mencakup topik yang mendukung soft skills dan kepatuhan organisasi, antara lain:

   - Pelatihan Keselamatan, Kesehatan Kerja dan Lingkungan (K3L)

     Program ini bertujuan untuk meningkatkan kesadaran dan pemahaman karyawan terhadap praktik K3L, mengurangi risiko kecelakaan kerja, serta menciptakan lingkungan kerja yang berkelanjutan.
   - Sertifikasi K3L

     Hexindo bekerja sama dengan lembaga sertifikasi terakreditasi untuk memastikan karyawan memiliki kompetensi dalam penerapan standar K3L.

Employee competency development includes training, coaching, and motivation programs covering all levels of the organization, ranging from managers, supervisors, unit heads, technicians, and staff to new employees. In general, the Company's training programs are divided into two main categories, namely general training and specialized training.

General training is an employee competency development program organized by the Human Capital Division to strengthen managerial capabilities and essential skills in order to support work effectiveness and productivity throughout the organization. These training programs include:

1. **Managerial Training**

   Hexindo organizes 2 (two) main programs as part of its managerial training, namely:

   - Hexindo Middle Management Program (HMMP)

     A training program focused on strengthening presentation skills, financial knowledge for non-financial personnel (Finance for Non-Finance/ FINON), and leadership.
   - Hexindo Basic Management Program I & II (HBMP I & II)

     The HBMP I & II program is designed to strengthen participants' understanding of the basic management principles of Planning, Organizing, Actuating, and Controlling (POAC).

2. **Technical Training**

   Training focused on improving operational technical skills, including heavy equipment training and the latest technologies to support greater efficiency and effectiveness in field operations.

3. **Non-Technical Training**

   This category covers topics that support soft skills and organizational compliance, including:

   - Occupational Health, Safety, and Environment (OHSE) Training

     This program aims to enhance employees' awareness and understanding of OHSE practices, reduce workplace accident risks, and create a sustainable working environment.
   - OHSE Certification

     Hexindo collaborates with accredited certification institutions to ensure that employees possess the competencies required to implement OHSE standards.

- Pelatihan Komunikasi Efektif
  Dikembangkan untuk memperkuat kemampuan interpersonal, negosiasi, dan kolaborasi antardivisi, sehingga mendukung terciptanya sinergi dan budaya kerja yang harmonis.
- Pelatihan Pra-Pensiun
  Perseroan berkomitmen untuk mendampingi karyawan yang memasuki masa persiapan pensiun (usia >50 tahun) melalui program pembekalan yang dirancang secara komprehensif. Program ini diselenggarakan dalam bentuk workshop yang disesuaikan dengan kebutuhan individu serta selaras dengan kebijakan dan arahan manajemen. Tujuan dari pembekalan ini adalah untuk membangun kepercayaan diri, menjaga semangat dan produktivitas, serta mempersiapkan karyawan secara psikologis agar dapat menjalani masa pensiun dengan tenang, sehat, dan Bahagia.
- Sosialisasi Kepatuhan dan Regulasi (bagi Kepala Divisi)
  Kegiatan ini bertujuan untuk memastikan para pimpinan divisi memahami tanggung jawab kepatuhan, termasuk aspek hukum, etika bisnis, dan GCG, sehingga dapat mengimplementasikannya dalam pengambilan keputusan strategis.

- Effective Communication Training
  Designed to strengthen interpersonal communication, negotiation, and cross-departmental collaboration skills, thereby supporting organizational synergy and a harmonious working culture.
- Pre-Retirement Training
  The Company is committed to supporting employees who are approaching retirement (over 50 years of age) through a comprehensive preparation program. The program is delivered through workshops tailored to individual needs and aligned with management policies and directions. It aims to build self-confidence, maintain motivation and productivity, and prepare employees psychologically to enter retirement in a calm, healthy, and happy manner.
- Compliance and Regulatory Socialization (for Division Heads)
  This program is intended to ensure that division heads understand their compliance responsibilities, including legal, business ethics, and Good Corporate Governance (GCG) aspects, enabling them to implement these principles in strategic decision-making.

4. **Pelatihan Khusus Penjualan**
   Untuk mendukung kinerja tim penjualan, Hexindo juga memberikan pelatihan selling skills bagi pimpinan cabang dan tenaga penjual.

4. **Specialized Sales Training**
   To support the performance of its sales team, Hexindo also provides selling skills training for branch managers and sales personnel.

5. **Pelatihan Unit Kerja**
   Pelatihan tambahan yang diselenggarakan secara independen oleh masing-masing departemen, sesuai kebutuhan spesifik di kantor pusat, cabang, maupun lokasi proyek.

5. **Departmental Training**
   Additional training programs are independently organized by each department according to the specific needs of the Head Office, branch offices, and project sites.

Sepanjang tahun buku 2025, Divisi *Human Capital* telah melaksanakan berbagai program pengembangan kompetensi melalui penyelenggaraan 84 subjek pelatihan, yang terdiri dari pelatihan *in-house* maupun *out-house*, baik secara *online* maupun *offline*. Dari total pelatihan tersebut, 33 kegiatan diselenggarakan secara *in-house*, sementara 51 kegiatan lainnya dilaksanakan melalui kerja sama dengan mitra eksternal (*out-house*). Untuk mendukung seluruh kegiatan pelatihan tersebut, Perusahaan mengalokasikan anggaran pelatihan sebesar Rp3.930.550.571.

Throughout the 2025 financial year, the Human Capital Division conducted various competency development programs covering 84 training subjects through both in-house and out-house training, delivered either online or offline. Of the total training activities, 33 were conducted in-house, while the remaining 51 were organized in collaboration with external partners (out-house). To support these training activities, the Company allocated a training budget of Rp3,930,550,571.

Secara keseluruhan, program pelatihan ini diikuti oleh 574 karyawan, yang terdiri dari 515 peserta pria dan 59 peserta wanita, dengan total 12.536 jam pelatihan yang tercatat. Adapun rekapitulasi jumlah peserta dan total jam pelatihan karyawan dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

Overall, these training programs were attended by 574 employees, consisting of 515 male participants and 59 female participants, with a total of 12,536 training hours recorded. A summary of the number of participants and total employee training hours over the past 3 (three) financial years is presented as follows:

Jumlah Peserta dan Jam Pelatihan Karyawan [404-1] [F.22]
Number of Participants and Employee Training Hours

Uraian	FY2025			FY2024			FY2023			Description
	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	Pria Male	Wanita Female	Jumlah Total	
Peserta Pelatihan (Orang)	515	59	574	1.042	49	1.091	1.144	104	1.248	Training Participants (People)
Jam Pelatihan (Jam)	11.328	1.208	12.536	14.806	708	15.514	15.501	1.164	16.665	Training Hours (Hours)
Rata-Rata Jam Pelatihan (Jam)	22,0	20,5	21,8	14,2	14,4	14,2	13,5	11,2	13,4	Average Training Hours (Hours)

Pelatihan Khusus untuk Teknisi Alat Berat
Special Training for Heavy Equipment Technicians

Selain program pelatihan umum yang dikelola oleh HC, Perseroan juga menyelenggarakan program pelatihan khusus teknisi alat berat yang dikelola oleh Divisi Product Support. Pelatihan ini dilaksanakan di 2 (dua) *Training Center* (TC) yang berlokasi di Jakarta dan Balikpapan. Pelatihan ini ditujukan baik untuk lulusan baru SMK dalam program *Basic Technical Skill* yang dipersiapkan menjadi *fresh technician*, maupun teknisi berpengalaman yang ditugaskan untuk menangani produk-produk baru. Dengan dukungan fasilitas *workshop* dan metode pembelajaran *hybrid* (*offline* dan *online* melalui *Learning Management System*/ LMS), teknisi dapat mengakses materi pelatihan dari mana saja, termasuk dari lokasi proyek terpencil.

In addition to the general training programs managed by the Human Capital (HC) department, the Company also conducts specialized training programs for heavy equipment technicians, organized by the Product Support Division. These training programs are held at two Training Centers (TC) located in Jakarta and Balikpapan. The programs are designed for both fresh vocational high school graduates through the Basic Technical Skill program, preparing them to become entry-level technicians, and experienced technicians assigned to handle new products. Supported by workshop facilities and a hybrid learning approach (offline and online via the Learning Management System/LMS), technicians are able to access training materials from anywhere,

56
Topik Pelatihan
Training Subjects

14.763
Jam Pelatihan
Training Hours

1.142
Peserta Pelatihan
Training Participants

Rp 2.009.741.500
Biaya Pelatihan Teknis
Technical Training Cost

Evaluasi Kinerja dan Pengembangan Karier [404-3]

Sebagai bagian dari sistem manajemen kinerja terpadu, Perseroan secara berkala melaksanakan evaluasi kinerja karyawan guna mendorong pencapaian individu sekaligus mendukung pengembangan karier jangka panjang. Proses ini bertujuan untuk menilai tingkat pencapaian karyawan terhadap target dan *Key Performance Indicators* (KPI) yang telah ditetapkan, serta mempertimbangkan baik hasil maupun

Performance Evaluation and Career Development

As part of its integrated performance management system, the Company conducts periodic employee performance evaluations to encourage individual achievement while supporting long-term career development. The evaluation process is intended to assess employees' achievement of predetermined targets and Key Performance Indicators (KPIs), taking into account both work outcomes and work processes

proses kerja melalui pemantauan kinerja yang dilakukan oleh Kepala Divisi selama 1 (satu) tahun penuh.

Penilaian kinerja dimulai sebelum tahun buku berjalan, dengan tahap awal berupa pengisian format evaluasi atas target yang harus dicapai oleh setiap karyawan, termasuk Kepala Divisi. Target-target tersebut ditetapkan berdasarkan program kerja yang telah disepakati antara atasan dan staf, dengan mengacu pada target penjualan serta target umum Perseroan. Menjelang akhir tahun buku, dilakukan evaluasi menyeluruh atas pencapaian target setiap karyawan.

Hasil evaluasi menjadi dasar penting dalam pengambilan keputusan terkait pengembangan karier, termasuk promosi jabatan, penyesuaian remunerasi, serta identifikasi kebutuhan pelatihan. Penetapan remunerasi juga disesuaikan dengan capaian keuntungan Perusahaan pada tahun buku berjalan. Selain itu, evaluasi kinerja digunakan sebagai acuan dalam kebijakan rotasi, terminasi, serta pemberian apresiasi seperti bonus dan insentif, yang pada akhirnya mendukung perencanaan strategis pengembangan organisasi.

Di sisi lain, evaluasi kinerja juga menjadi dasar pertimbangan dalam pengangkatan karyawan kontrak menjadi karyawan tetap, sebagaimana diatur dalam Pasal 10 Ayat 6 PKB. Ketentuan ini menegaskan komitmen Perseroan dalam menciptakan peluang karier yang berkelanjutan secara objektif dan transparan berdasarkan pencapaian kinerja yang terukur. Sebagai bentuk komitmen dalam pengembangan SDM, Perseroan telah mengembangkan sistem manajemen karier yang dirancang untuk memberikan ruang bagi setiap karyawan dalam mengembangkan potensi diri dan merencanakan jenjang karier yang sejalan dengan kompetensinya. Perseroan memberikan kesempatan yang setara dan terbuka kepada seluruh karyawan untuk mencapai jenjang tertinggi dalam struktur organisasi, termasuk hingga posisi Direksi, sesuai dengan kapabilitas dan kontribusi masing-masing.

Sepanjang tahun buku 2025, seluruh (100%) karyawan Perseroan telah menjalani proses evaluasi kinerja berbasis KPI.

MANAJEMEN K3

Sebagai dasar penerapan SMK3 dan ISO 45001:2018, Hexindo menetapkan Kebijakan QSHE (Revisi 4, 3 Mei 2024) yang mencakup komitmen terhadap kualitas, K3L, dan lingkungan. Kebijakan ini dikomunikasikan ke seluruh karyawan serta tersedia untuk pihak eksternal, dengan prinsip

through performance monitoring conducted by Division Heads throughout the financial year.

The performance evaluation process begins before the start of each financial year with the completion of performance evaluation forms outlining the targets to be achieved by each employee, including Division Heads. These targets are established based on work programs agreed upon between supervisors and employees, with reference to the Company's sales targets and overall corporate objectives. Toward the end of the financial year, a comprehensive evaluation is conducted to assess each employee's achievement against these targets.

The evaluation results serve as an important basis for career development decisions, including promotions, remuneration adjustments, and the identification of training needs. Remuneration determination is also aligned with the Company's profit performance during the relevant financial year. In addition, performance evaluation outcomes are used as a reference for employee rotation, termination decisions, and the granting of rewards such as bonuses and incentives, ultimately supporting the Company's strategic organizational development planning.

Furthermore, performance evaluations also serve as a basis for considering the appointment of contract employees as permanent employees, as stipulated in Article 10 Paragraph 6 of the Collective Labor Agreement (CLA). This provision reflects the Company's commitment to providing sustainable career opportunities through an objective and transparent process based on measurable performance achievements. As part of its commitment to human capital development, the Company has established a career management system designed to provide employees with opportunities to develop their potential and plan career progression in line with their competencies. The Company provides equal and open opportunities for all employees to advance to the highest levels within the organizational structure, including positions on the Board of Directors, based on their respective capabilities and contributions.

Throughout the 2025 financial year, all (100%) of the Company's employees underwent KPI-based performance evaluations.

OCCUPATIONAL HEALTH AND SAFETY (OHS) MANAGEMENT

As the foundation for implementing the Occupational Health and Safety Management System (SMK3) and ISO 45001:2018, Hexindo has established the QSHE Policy (Revision 4, dated 3 May 2024), which embodies the Company's commitment to quality, occupational health, safety, and the environment.

"*Health and Safety Comes First*" dan kampanye "*Safety is My Responsibility*". Adapun isi dari Kebijakan QSHE tersebut memuat 9 (sembilan) poin utama berikut:

This policy has been communicated to all employees and is also made available to external stakeholders. It is guided by the principles of "Health and Safety Comes First" and the "Safety is My Responsibility" campaign. The QSHE Policy comprises the following 9 (nine) key principles:

Poin-Poin Utama Kebijakan QSHE
Key Points of the QSHE Policy

No.	Kebijakan QSHE QSHE Policy
1	Memberikan pelayanan untuk kepuasan pelanggan sesuai persyaratan yang berlaku. Providing services for customer satisfaction in accordance with applicable requirements.
2	Memenuhi kewajiban kepatuhan peraturan perundang-undangan Pemerintah RI dan peraturan lain yang berlaku. Complying obligations with Indonesian Government laws and regulations and other applicable regulations.
3	Menciptakan kegiatan operasional yang aman, efisien, dan produktif, mencegah terjadinya kecelakaan kerja, kejadian berbahaya, penyakit akibat kerja, dan kejadian akibat penyakit tenaga kerja, serta kerusakan aset, dengan mengutamakan kualitas, keselamatan dan kesehatan kerja, keselamatan operasi, dan lingkungan hidup (QSHE). Creating safe, efficient and productive operational activities, preventing work accidents, dangerous incidents, work-related diseases and incidents resulting from worker illnesses, as well as damage to assets, by prioritizing quality, work safety and health, operational safety and the environment (QSHE).
4	Melakukan perlindungan terhadap lingkungan, mengeliminasi bahaya dan menurunkan risiko keselamatan dan kesehatan kerja, keselamatan operasi, dan lingkungan hidup. Protecting the environment, eliminate dangers and reduce risks to occupational safety and health, operational safety and the environment.
5	Mengidentifikasi, mengevaluasi, serta menilai semua ketidaksesuaian, aspek dan potensi ancaman QSHE. Identifying, evaluating, and examining all QSHE nonconformities, aspects and potential threats.
6	Melaksanakan pengelolaan dan pemantauan berkala terhadap QSHE. Carrying out regular management and monitoring of QSHE.
7	Melakukan perbaikan terus-menerus terhadap sistem dan kinerja QSHE. Carrying out continuous improvements to the QSHE system and performance.
8	Meningkatkan kompetensi sumber daya manusia, sarana, prasarana, instalasi, dan peralatan berdasarkan persyaratan, kebutuhan, dan teknologi. Improving the competency of human capitals, facilities, infrastructure, installations and equipment based on requirements, needs and technology.
9	Menerapkan partisipasi, konsultasi, dan keterlibatan pekerja serta perwakilan pekerja berkaitan dengan QSHE. Implementing participation, consultation and involvement of workers and worker representatives in relation to QSHE.

Lingkungan Bekerja yang Layak dan Aman [F.21]

Perseroan berkomitmen untuk menciptakan lingkungan kerja yang aman, sehat, dan layak bagi seluruh pekerja. Komitmen ini dituangkan dalam Kebijakan QSHE serta penerapan SMK3 dan standar ISO 45001:2018, yang dilaksanakan secara konsisten di seluruh unit operasional. Selain kebijakan formal, Hexindo juga memperkuat komitmennya melalui *Code of Conduct*, yang mewajibkan seluruh pekerja untuk mematuhi ketentuan terkait kualitas, keselamatan, kesehatan kerja, dan lingkungan. Pekerja didorong untuk melaporkan potensi masalah QSHE, mencegah kecelakaan dan pencemaran, serta menjaga keselamatan diri sendiri dan orang lain. Dengan dasar kebijakan dan pedoman perilaku tersebut, perusahaan memastikan terciptanya lingkungan kerja yang aman, sehat, dan sesuai standar yang berlaku bagi seluruh pekerja.

Decent and Safe Working Environment

The Company is committed to providing a safe, healthy, and decent working environment for all workers. This commitment is reflected in the QSHE Policy and the implementation of the Occupational Health and Safety Management System (SMK3) and ISO 45001:2018, which are consistently applied across all operational units. In addition to these formal policies, Hexindo reinforces its commitment through its Code of Conduct, which requires all workers to comply with provisions relating to quality, occupational health and safety, and environmental protection. Employees are encouraged to report potential QSHE issues, prevent workplace accidents and environmental pollution, and safeguard both their own safety and that of others. Through these policies and codes of conduct, the Company ensures a safe, healthy, and standards-compliant working environment for all workers.

Sistem Manajemen Kesehatan dan Keselamatan Kerja (SMK3) [403-1, 403-8] [F.21]

Perseroan telah menerapkan Sistem Manajemen Kesehatan dan Keselamatan Kerja (SMK3) sesuai dengan ketentuan peraturan perundang undangan yang berlaku, antara lain:

Occupational Health and Safety Management System (SMK3)

The Company has implemented an Occupational Health and Safety Management System (SMK3) in accordance with applicable laws and regulations, including:

1. UU No. 1 Tahun 1970 tentang Keselamatan Kerja;
2. Permenaker No. 04/MEN/1987 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) serta Tata Cara Penunjukkan Ahli Keselamatan Kerja; serta
3. PP No. 50 Tahun 2012 tentang Penerapan Sistem Manajemen Kesehatan dan Keselamatan Kerja (SMK3).

Selain itu, Hexindo juga mengadopsi standar ISO 45001:2018 yang telah terakreditasi secara independen. Penerapan standar ini mencakup program pencegahan kecelakaan kerja, identifikasi bahaya, pengendalian risiko, pelaksanaan inspeksi, audit berkala, serta pemenuhan sertifikasi kompetensi bagi tenaga kerja. Ruang lingkup penerapan ISO 45001:2018 mencakup aktivitas penjualan dan distribusi alat berat serta jasa pertambangan yang dilakukan di Kantor Pusat, Cabang Jakarta, Cabang Balikpapan, unit *Product Support*, dan fasilitas Remanufaktur di Balikpapan.

Di samping itu Perseroan juga telah memperoleh Sertifikasi SMK3 dari Kemnaker, yang secara khusus mencakup kegiatan penjualan alat berat merek Hitachi dan Bell, penyediaan suku cadang, layanan perbaikan, serta pelaksanaan kontrak pemeliharaan penuh yang beroperasi di Wilayah Kerja Kantor Pusat dan Kantor Balikpapan.

Seluruh tenaga kerja yang berada dalam ruang lingkup lokasi dan aktivitas yang tercakup dalam ISO 45001:2018 dan SMK3 Kemnaker telah sepenuhnya terintegrasi ke dalam sistem ini, yang mencakup 100% pekerja, baik karyawan maupun bukan karyawan. Selain itu, Hexindo juga memastikan bahwa seluruh lokasi yang termasuk dalam cakupan kedua standar tersebut telah menjalani proses audit internal dan eksternal, termasuk sertifikasi oleh lembaga independen untuk ISO 45001:2018 dan oleh Kementerian Ketenagakerjaan untuk SMK3.

Adapun pekerja, aktivitas, atau lokasi di luar cakupan ISO 45001:2018 dan SMK3 Kemnaker belum termasuk dalam penerapan sistem ini, sejalan dengan prioritas Perusahaan yang berfokus pada lokasi dengan tingkat risiko keselamatan dan kesehatan kerja yang lebih tinggi sebagai pusat kegiatan bisnis utama.

Partisipasi, Konsultasi, dan Komunikasi Pekerja tentang K3 [403-4]

Dalam rangka memastikan keterlibatan pekerja dalam implementasi K3, Perseroan telah membentuk sistem yang mendukung partisipasi aktif melalui Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) sebagai forum resmi yang menjembatani kolaborasi antara manajemen dan karyawan.

1. Law No. 1 of 1970 concerning Occupational Safety;
2. Minister of Manpower Regulation No. 04/MEN/1987 concerning the Occupational Health and Safety Committee (P2K3) and Procedures for the Appointment of Occupational Safety Experts; and
3. Government Regulation No. 50 of 2012 concerning the Implementation of the Occupational Health and Safety Management System (SMK3).

In addition, Hexindo has adopted the independently certified ISO 45001:2018 standard. The implementation of this standard covers workplace accident prevention programs, hazard identification, risk control, inspections, periodic audits, and competency certification for employees. The scope of ISO 45001:2018 certification includes heavy equipment sales and distribution, mining services, the Head Office, Jakarta Branch, Balikpapan Branch, Product Support unit, and the Remanufacturing facility in Balikpapan.

Furthermore, the Company has obtained SMK3 certification from the Ministry of Manpower, specifically covering the sales of Hitachi and Bell heavy equipment, spare parts supply, repair services, and Full Maintenance Contract operations conducted at the Head Office and Balikpapan Office Coverage.

All workers within the scope of ISO 45001:2018 and the Ministry of Manpower's SMK3 certification have been fully integrated into the system, covering 100% of both employees and non-employees. In addition, Hexindo ensures that all locations covered by these standards undergo internal and external audits, including certification by an independent certification body for ISO 45001:2018 and by the Ministry of Manpower for SMK3.

Workers, activities, or locations outside the scope of ISO 45001:2018 and the Ministry of Manpower's SMK3 certification are currently not included in the system, in line with the Company's priority of focusing on locations with higher occupational health and safety risks that serve as its primary business operations.

Worker Participation, Consultation, and Communication on Occupational Health and Safety

To ensure active worker participation in occupational health and safety implementation, the Company has established a system that promotes employee involvement through the Occupational Health and Safety Committee (P2K3), which serves as the formal platform for collaboration between management and employees.

P2K3 berfungsi sebagai wadah strategis bagi keterlibatan aktif pekerja dalam pengambilan keputusan terkait K3, mulai dari proses penyusunan kebijakan hingga evaluasi program. Komite ini terdiri dari perwakilan manajemen dan serikat pekerja, dengan struktur organisasi yang menetapkan Presiden Direktur sebagai Ketua dan Kepala Departemen QSHE sebagai Sekretaris. Rapat P2K3 dilaksanakan secara setiap tiga bulan, untuk memastikan kesinambungan dialog dan pengambilan keputusan berbasis konsensus.

P2K3 functions as a strategic forum that enables active worker participation in occupational health and safety decision-making, from policy formulation to program evaluation. The committee consists of representatives from management and the labor union, with the President Director serving as Chairperson and the Head of the QSHE Department serving as Secretary. P2K3 meetings are held quarterly to ensure continuous dialogue and consensus-based decision-making.

Dalam pelaksanaannya, P2K3 memiliki kewenangan untuk memberikan rekomendasi kebijakan K3 yang bersifat mengikat. Selanjutnya, Departemen QSHE bertanggung jawab atas implementasi teknis dari hasil konsultasi tersebut, yang dijalankan melalui 3 (tiga) seksi utama:

1. QSHE Management System, Bertugas mengidentifikasi risiko K3L, menyusun prosedur, dan melakukan audit sistem.
2. SHE Operational, Melaksanakan inspeksi lapangan, mengevaluasi regulasi, dan mengawasi pekerjaan berisiko tinggi.
3. *Branch Support*, Memantau kepatuhan terhadap K3L di seluruh cabang serta melakukan investigasi terhadap insiden.

In carrying out its responsibilities, P2K3 has the authority to provide binding recommendations on occupational health and safety policies. The QSHE Department is responsible for implementing these recommendations through 3 (three) main sections:

1. QSHE Management System, responsible for identifying OHSE risks, developing procedures, and conducting system audits.
2. SHE Operational, responsible for conducting field inspections, evaluating regulatory compliance, and supervising high-risk activities.
3. Branch Support, responsible for monitoring OHSE compliance across all branches and investigating incidents.

Sebagai bagian dari sistem keterbukaan dan inklusivitas, karyawan yang bukan anggota P2K3 dan pekerja outsourcing dapat menyampaikan laporan atau masukan secara langsung kepada Departemen QSHE.

As part of its commitment to openness and inclusiveness, employees who are not members of P2K3 and outsourced workers may submit reports or suggestions directly to the QSHE Department.

Sistem komunikasi K3 yang dibangun mengedepankan efektivitas dan jangkauan luas, dengan memanfaatkan berbagai media seperti papan pengumuman, spanduk informasi, portal internal, serta kanal digital termasuk webinar dan sesi interaktif daring. Departemen QSHE secara aktif menginisiasi program sosialisasi, identifikasi risiko, penyusunan prosedur, serta pelatihan yang dirancang berdasarkan hasil evaluasi kebutuhan dari forum P2K3.

The Company's occupational health and safety communication system emphasizes effectiveness and broad outreach by utilizing various communication channels, including notice boards, banners, the internal portal, webinars, and interactive online sessions. The QSHE Department actively organizes awareness programs, hazard identification, procedure development, and training based on recommendations generated through P2K3 forums.

Untuk memastikan konsistensi implementasi di seluruh lini organisasi, dilakukan pemantauan lapangan melalui inspeksi rutin oleh tim QSHE bersama perwakilan pekerja. Proses ini sekaligus memperkuat konektivitas antara kebijakan pusat dan pelaksanaan di unit-unit operasional melalui jaringan P2K3 di tingkat cabang. Evaluasi sistem dijalankan secara berkala melalui audit lapangan, analisis insiden, serta tinjauan efektivitas program, yang membentuk siklus perbaikan berkelanjutan dengan partisipasi aktif seluruh pekerja.

To ensure consistent implementation throughout the organization, field monitoring is conducted through routine inspections carried out jointly by the QSHE team and employee representatives. This process strengthens alignment between corporate policies and implementation across operational units through the branch-level P2K3 network. System evaluations are conducted periodically through field audits, incident analyses, and program effectiveness reviews, creating a continuous improvement cycle supported by active employee participation.

Risiko, Pencegahan, dan Penanganan Insiden K3 [403-2, 403-7] [E.3, F.21]

Proses identifikasi bahaya terkait aspek K3 di lingkungan Perseroan dilakukan secara rutin melalui *Hazard Identification Risk Assessment and Determining Control* (HIRADC) *form* yang mencakup bahaya fisika, kimia, biologi, dan ergonomi, dengan pembaruan tahunan. Hierarki pengendalian dimulai dari eliminasi, substitusi, *engineering control*, *administrative control*, hingga penyediaan Alat Pelindung Diri (APD).

Sebagai bentuk komitmen terhadap keselamatan kerja, Perseroan menyediakan alat kerja, pakaian kerja, dan APD yang disesuaikan dengan jabatan dan lokasi kerja masing-masing. Seluruh perlengkapan tersebut diperiksa secara berkala oleh Departemen QSHE guna memastikan kelayakan dan efektivitasnya.

Untuk menjamin kualitas pelaksanaan HIRADC, audit internal dilakukan oleh Departemen QSHE, yang seluruh tim pelaksananya memiliki kompetensi di bidang K3. Hasil identifikasi bahaya ini kemudian dimanfaatkan secara sistematis untuk memperbarui prosedur kerja, menyusun program pelatihan khusus, serta meningkatkan desain fasilitas kerja. Selain itu, hasil tersebut juga menjadi bahan evaluasi dalam tinjauan manajemen terhadap implementasi SMK3 berdasarkan standar ISO 45001:2018.

Selain itu, Perusahaan juga menyediakan saluran *Whistleblowing System* (WBS) sebagai sarana pelaporan bahaya terkait aspek K3 di lingkungan kerja. Mekanisme anti-pembalasan diatur dalam SK Direksi No. 072/SK-DIR/2016 tentang Pedoman Pelaporan *Whistleblowing System* serta PKB, di mana pelaku intimidasi dapat dikenai sanksi hingga pemutusan hubungan kerja. Selain itu, Hexindo juga menerapkan kebijakan untuk meninggalkan pekerjaan situasi berbahaya yang memungkinkan pekerja menghentikan aktivitas jika menemukan kondisi berbahaya, setelah melapor ke atasan. Proses verifikasi akan ditangani oleh P2K3 dan Departemen QSHE, dengan jaminan perlindungan penuh melalui prosedur WBS yang dikelola oleh Divisi Audit Internal.

Pada tahun buku 2025, fokus program diarahkan pada penguatan partisipasi pekerja, keterbukaan komunikasi, dan kepemimpinan keselamatan di tingkat cabang, melengkapi program penguatan aturan dan kompetensi teknis yang telah berjalan pada periode sebelumnya. Berikut adalah beberapa inisiatif utama yang telah diterapkan:

Occupational Health and Safety Risks, Prevention, and Incident Management

Hazard identification relating to occupational health and safety is conducted regularly through the Hazard Identification, Risk Assessment, and Determining Control (HIRADC) process, covering physical, chemical, biological, and ergonomic hazards, with annual updates. Risk control follows the hierarchy of controls, beginning with elimination, substitution, engineering controls, administrative controls, and finally the provision of personal protective equipment (PPE).

As part of its commitment to workplace safety, the Company provides work equipment, work clothing, and PPE appropriate to employees' respective positions and work locations. All equipment is periodically inspected by the QSHE Department to ensure its adequacy and effectiveness.

To ensure the quality of HIRADC implementation, internal audits are conducted by the QSHE Department, whose audit personnel possess occupational health and safety competencies. The results of hazard identification are systematically used to update work procedures, develop specialized training programs, improve workplace design, and support management reviews of the SMK3 implementation under ISO 45001:2018.

The Company also provides a Whistleblowing System (WBS) as a reporting channel for workplace occupational health and safety hazards. Anti-retaliation provisions are stipulated in Board of Directors Decree No. 072/SK-DIR/2016 concerning the Whistleblowing System Guidelines and the Collective Labor Agreement (CLA), under which intimidation or retaliation may result in disciplinary sanctions up to termination of employment. Hexindo also applies a "stop work" policy that allows employees to cease work upon identifying hazardous conditions after reporting them to their supervisors. Verification is subsequently handled by P2K3 and the QSHE Department, while full whistleblower protection is provided through the WBS managed by the Internal Audit Division.

During the 2025 financial year, the program focused on strengthening employee participation, open communication, and safety leadership at the branch level, building upon the initiatives to strengthen safety rules and technical competencies implemented in the previous reporting period. The following are some of the key initiatives implemented:

1. *Safety Friend Zone* sebagai wadah komunikasi terbuka bagi pekerja operasional untuk menyampaikan kendala kerja, kekhawatiran di lapangan, serta potensi risiko keselamatan yang belum teridentifikasi.
2. *We Care Movement* sebagai gerakan internal untuk meningkatkan kepedulian antarpekerja terhadap keselamatan diri sendiri maupun rekan kerja.
3. *Safety Townhall* yang melibatkan manajemen dan pekerja sebagai forum evaluasi keselamatan, pembelajaran insiden, dan penguatan komitmen budaya K3.
4. *Digital interactive safety guidance* yang merangkum regulasi, standar, dan panduan keselamatan kerja sebagai media pembelajaran yang lebih mudah diakses pekerja.
5. *Wake Up Call berupa* sharing kasus kecelakaan dan lesson learned untuk meningkatkan awareness serta mencegah kejadian serupa terulang kembali.
6. *Mental Health Webinar* bersama psikolog dan terapis profesional dengan tema komunikasi lintas generasi di lingkungan kerja.
7. *Branch Leader Safety Awareness Program* untuk meningkatkan keterlibatan pimpinan cabang dalam pengawasan perilaku berkendara pekerja melalui pemanfaatan *Vehicle Tracking* (VT).
8. *Safety Campaign Program* yang berkolaborasi dengan pihak Kepolisian untuk memperkuat budaya keselamatan berkendara yang bertanggung jawab baik di lingkungan kerja maupun masyarakat.
9. Kegiatan Bulan K3 Nasional seperti *Safety Voice Notes Battle, Safety Champion Quiz*, kampanye keselamatan, dan Fun Run guna membangun budaya keselamatan yang lebih partisipatif dan berkelanjutan.

Selain inisiatif tersebut, Perseroan juga terus memperkuat pelaksanaan program-program rutin sebagai pilar utama dalam sistem manajemen K3, antara lain:

1. Inovasi Teknologi dan Solusi Digital untuk Keselamatan
   - Pemasangan *Vehicle Telematic* (VT Program)
     Mengintegrasikan teknologi pemantauan perilaku pengemudi pada kendaraan operasional guna meningkatkan keselamatan berkendara secara *real-time*.
   - Pengembangan *Chatbot* pada QSHE *Call Center*
     Menyediakan layanan informasi K3L yang cepat, efisien, dan terintegrasi melalui kanal digital bagi seluruh karyawan.

1. Safety Friend Zone, an open communication platform for operational employees to raise work-related issues, on-site concerns, and potential safety hazards that have not yet been identified.
2. We Care Movement, an internal initiative to promote greater care among employees for their own safety and the safety of their colleagues.
3. Safety Townhall, bringing together management and employees as a forum for safety performance reviews, incident learning, and reinforcing commitment to the occupational health and safety (OHS) culture.
4. Digital Interactive Safety Guidance, providing a compilation of regulations, standards, and occupational safety guidelines as an easily accessible learning resource for employees.
5. Wake Up Call, featuring accident case sharing and lessons learned to enhance safety awareness and prevent similar incidents from recurring.
6. Mental Health Webinar, conducted with professional psychologists and therapists on the theme of cross-generational communication in the workplace.
7. Branch Leader Safety Awareness Program, aimed at strengthening branch leaders' involvement in monitoring employees' driving behavior through the use of Vehicle Tracking (VT).
8. Safety Campaign Program, conducted in collaboration with the Police to strengthen a culture of responsible driving both in the workplace and the wider community.
9. National OHS Month activities, including the Safety Voice Notes Battle, Safety Champion Quiz, safety campaigns, and a Fun Run, aimed at fostering a more participatory and sustainable safety culture.

In addition to these initiatives, the Company continues to strengthen the implementation of routine programs as the main pillars of its Occupational Health and Safety (OHS) management system, including the following:

1. Technology Innovation and Digital Solutions for Safety
   - Implementation of Vehicle Telematics (VT Program)
     Integrating driver behavior monitoring technology into operational vehicles to enhance driving safety through real-time monitoring.
   - Development of the QSHE Call Center Chatbot
     Providing fast, efficient, and integrated Occupational Health, Safety, and Environment (HSE) information services through digital channels for all employees.

- Pelatihan Berbasis Teknologi
  Meningkatkan efektivitas pelatihan K3 melalui platform Hexindo Academy dan penggunaan perangkat *Virtual Reality* sebagai media pembelajaran interaktif.
- *Monitoring* Lisensi K3
  Sistem pemantauan terpadu untuk memastikan seluruh sertifikasi K3 tetap aktif dan sesuai dengan regulasi yang berlaku.

2. Penguatan Sinergi dan Kolaborasi untuk Keselamatan dan Lingkungan
   - Program Nasional Duta K3L
     Inisiatif penguatan komunikasi dan pengawasan antara kantor pusat dan cabang guna memastikan pelaksanaan K3L secara konsisten di seluruh wilayah operasional.
   - Keterlibatan Aktif Manajemen dalam Komunikasi K3
     General Safety Talk secara berkala bersama pimpinan puncak sebagai bentuk kepemimpinan yang berorientasi pada keselamatan.
   - *Briefing* Rutin Mingguan
     Kolaborasi intensif dengan Product Support Division untuk meningkatkan efektivitas implementasi K3L secara nasional.
   - Kemitraan dengan Pemerintah untuk Skrining TB
     Bersinergi dengan Puskesmas Cakung dalam pelaksanaan skrining tuberkulosis di tempat kerja untuk deteksi dini dan peningkatan kesadaran kesehatan karyawan.

3. Pengembangan Kapasitas melalui Edukasi dan Kesadaran K3
   - Pelaksanaan *Safety Induction*
     Pembekalan awal mengenai kebijakan dan prosedur dasar K3 bagi seluruh pihak internal maupun eksternal.
   - Rapat Berkala P2K3
     Forum rutin untuk mengevaluasi isu-isu terkini terkait K3 dan merumuskan langkah tindak lanjut.
   - *Weekly Safety Talk* & *Safety Education*
     Sesi diskusi mingguan lintas departemen dan cabang guna menjaga kesadaran kolektif akan pentingnya keselamatan kerja.
   - Pelatihan dan Refreshment K3
     Program pelatihan berkelanjutan yang dilaksanakan secara internal maupun melalui kemitraan eksternal.

- Technology-Based Training
  Enhancing the effectiveness of OHS training through the Hexindo Academy platform and the use of Virtual Reality devices as interactive learning media.

- OHS License Monitoring
  Implementing an integrated monitoring system to ensure that all OHS certifications remain valid and comply with applicable regulations.

2. Strengthening Synergy and Collaboration for Safety and the Environment
   - National HSE Ambassador Program
     An initiative to strengthen communication and supervision between the Head Office and branch offices to ensure the consistent implementation of HSE practices across all operational areas.
   - Active Management Involvement in OHS Communication
     Conducting regular General Safety Talks with top management as a demonstration of leadership commitment to workplace safety.
   - Weekly Briefings
     Strengthening collaboration with the Product Support Division to enhance the effectiveness of HSE implementation nationwide.
   - Partnership with the Government for Tuberculosis Screening
     Collaborating with Puskesmas Cakung to conduct workplace tuberculosis screening for early detection and to enhance employee health awareness.

3. Capacity Development Through OHS Education and Awareness
   - Implementation of Safety Induction
     Providing introductory training on basic OHS policies and procedures for all internal and external parties.
   - Regular OHS Committee Meetings
     Conducting regular forums to evaluate current OHS issues and formulate appropriate follow-up actions.
   - Weekly Safety Talk & Safety Education
     Holding weekly discussion sessions across departments and branches to maintain collective awareness of the importance of workplace safety.
   - OHS Training and Refresher Programs
     Conducting continuous training programs both internally and in collaboration with external partners.

- Webinar Kampanye Kesehatan
  Edukasi kesehatan terkini yang melibatkan tenaga medis internal dan eksternal sebagai narasumber.

4. Program Kesehatan Terpadu di Tempat Kerja
   - Layanan Kesehatan Internal
     Fasilitas konsultasi medis dengan tenaga kesehatan profesional di kantor pusat dan ruang *First Aid* di kantor Balikpapan.
   - Pengelolaan Kelelahan dan Stres Kerja
     Pemantauan kondisi fisik dan mental secara *real-time* melalui aplikasi Hexindo Apps yang didukung oleh analisis tenaga medis.
   - *Health Risk Assessment*
     Identifikasi dan mitigasi potensi bahaya kesehatan di lingkungan kerja guna mencegah Penyakit Akibat Kerja (PAK).

5. Komitmen Berkelanjutan terhadap Keselamatan dan Lingkungan
   - Penggunaan Pembersih Ramah Lingkungan
     Implementasi bahan pembersih berbasis air sebagai upaya pengurangan dampak negatif terhadap kesehatan dan lingkungan.
   - Pengukuran Lingkungan Kerja Secara Berkala
     Evaluasi sistematis terhadap potensi bahaya di area kerja sebagai dasar perbaikan berkelanjutan.
   - Inspeksi Fasilitas Darurat
     Pemeriksaan berkala terhadap sistem proteksi kebakaran dan fasilitas darurat lainnya guna memastikan kesiapsiagaan optimal.
   - Peringatan Bulan K3 Nasional
     Partisipasi aktif dalam kampanye nasional K3 melalui rangkaian kegiatan selama dua bulan berturut-turut sebagai dukungan terhadap program pemerintah.
   - Audit Internal dan Inspeksi Berkala
     Evaluasi menyeluruh terhadap kepatuhan serta identifikasi potensi risiko baru melalui pendekatan yang sistematis dan berkelanjutan.

Pelatihan K3 [403-5] [F.22]

Sebagai bagian dari komitmen terhadap Keselamatan dan Kesehatan Kerja (K3) dan pengembangan kompetensi SDM, Perseroan secara konsisten menyelenggarakan berbagai pelatihan di bidang K3. Inisiatif ini bertujuan untuk meningkatkan pemahaman dan kesadaran seluruh karyawan

- Health Awareness Webinars
  Providing health education through webinars featuring internal and external medical professionals as speakers.

4. Integrated Workplace Health Programs
   - Internal Healthcare Services
     Providing medical consultation facilities with professional healthcare personnel at the Head Office and First Aid facilities at the Balikpapan Office.
   - Fatigue and Work-Related Stress Management
     Monitoring employees' physical and mental conditions in real time through the Hexindo Apps platform, supported by analysis from the Company's medical personnel.
   - Health Risk Assessment
     Identifying and mitigating potential health hazards in the workplace to prevent Occupational Diseases (ODs).

5. Continuous Commitment to Safety and the Environment
   - Use of Environmentally Friendly Cleaning Products
     Implementing water-based cleaning products as part of the Company's efforts to reduce adverse impacts on employee health and the environment.
   - Periodic Workplace Environmental Monitoring
     Conducting systematic evaluations of potential hazards in the workplace as the basis for continuous improvement.
   - Emergency Facility Inspections
     Performing periodic inspections of fire protection systems and other emergency facilities to ensure optimum emergency preparedness.
   - National Occupational Safety and Health Month
     Actively participating in the national OHS campaign through a series of activities conducted over two consecutive months in support of government programs.
   - Internal Audits and Periodic Inspections
     Conducting comprehensive evaluations of compliance and identifying potential new risks through a systematic and continuous approach.

Occupational Health and Safety (OHS) Training

As part of its commitment to occupational health and safety (OHS) and human capital competency development, the Company consistently conducts a wide range of OHS training programs. These initiatives are intended to enhance employees' understanding and awareness of the importance

terhadap pentingnya penerapan prinsip K3 dalam setiap aspek operasional Perusahaan.

Seluruh program pelatihan, baik yang bersifat sertifikasi maupun non-sertifikasi, terintegrasi dalam kerangka kerja pengembangan kompetensi karyawan yang dikelola oleh Departemen HC Training & Career Development. Adapun jenis pelatihan bersertifikasi yang dilaksanakan oleh Hexindo adalah sebagai berikut:

- Pengawas Operasional Pertama (POP);
- Pengawas Operasional Madya (POM);
- Penanggung Jawab Operasional Instalasi Pencegahan Pencemaran Udara (POPU);
- Tenaga Kerja Bangunan Tinggi (TKBT);
- *Operator Excavator, Forklift*, dan *Overhead Crane*;
- Petugas Pertolongan Pertama pada Kecelakaan (P3K); dan
- Petugas Pemadam Kebakaran Kelas D.

Sementara itu, pelatihan non-sertifikasi yang diselenggarakan mencakup topik-topik berikut:

- *First Aid;*
- *Safety Training;*
- *Integrated Management System Internal Audit;*
- *Defensive Driving;* dan
- *Emergency Response (Fire Extinguisher).*

Seluruh pelatihan diselenggarakan di berbagai lokasi operasional Perusahaan, baik di Kantor Pusat, Kantor Cabang, maupun site project, dengan metode pelaksanaan yang fleksibel, serta mencakup tatap muka dan *online*.

Sepanjang tahun buku 2025, Hexindo telah menyelenggarakan 62 subyek pelatihan yang diikuti oleh 808 peserta dengan total waktu pelatihan mencapai 15.176 jam. Adapun program pelatihan yang telah dilaksanakan adalah sebagai berikut:

of implementing OHS principles across all aspects of the Company's operations.

All training programs, including both certification and non-certification courses, are integrated into the employee competency development framework managed by the HC Training & Career Development Department. The certification programs conducted by Hexindo include the following:

- First-Level Operational Supervisor (POP);
- Intermediate Operational Supervisor (POM);
- Person in Charge of Air Pollution Prevention Installation Operations (POPU);
- High-Rise Building Worker (TKBT);
- Excavator, Forklift, and Overhead Crane Operator;
- First Aid Officer (P3K); and
- Class D Firefighting Officer.

Meanwhile, the non-certification training programs cover the following topics:

- First Aid;
- Safety Training;
- Integrated Management System Internal Audit;
- Defensive Driving; and
- Emergency Response (Fire Extinguisher).

All training programs are conducted across the Company's operational locations, including the Head Office, Branch Offices, and project sites, using flexible delivery methods through both face-to-face and online sessions.

During the 2025 financial year, Hexindo conducted 62 training subjects attended by 808 participants, with a total of 15,176 training hours. The training programs conducted are presented as follows:

Sertifikasi K3
OHS Certification

Materi Topic	Jumlah Peserta Number of Participants		Jumlah Jam Total Hours	Jenis Sertifikasi* Type of Certification*	Penyelenggara Organizer
	Pria Male	Wanita Female			
DKI Jakarta					
BIMTEK SNI Faktor Ergonomi Technical Guidance on SNI Ergonomic Factors	0	1	24 Jam/Hours	PJK3 Umum	Pusat Higine Perusahaan K3
Bimtek Penilaian Tingkat Pencapaian Kinerja Keselamatan Pertambangan Technical Guidance on the Assessment of Mining Safety Performance Achievement	14	5	456 Jam/Hours	PJK3 Umum	PPSDM Geominerba
Defensive Driving Technician Batch 2	16	0	256 Jam/Hours	PJK3 Umum	ORD Rekacipta
Defensive Driving Technician Batch 3	16	0	256 Jam/Hours	PJK3 Umum	ORD Rekacipta
Defensive Driving Technician Batch 4	16	0	256 Jam/Hours	PJK3 Umum	ORD Rekacipta

Materi Topic	Jumlah Peserta Number of Participants		Jumlah Jam Total Hours	Jenis Sertifikasi* Type of Certification*	Penyelenggara Organizer
	Pria Male	Wanita Female			
Defensive Driving Training for BTS	16	0	384 Jam/Hours	PJK3 Umum	ORD Rekacipta
Defensive Driving Training for Technician Batch 1	14	0	224 Jam/Hours	PJK3 Umum	ORD Rekacipta
P2K3	1	0	24 Jam/Hours	PJK3 Umum	Pusat Higine
Sertifikasi Ahli K3 Umum General Occupational Health and Safety (OHS) Expert Certification	0	1	80 Jam/Hours	KEMNAKER RI	Garuda Systrain
Sertifikasi Forklift Forklift Operator Certification	13	0	312 Jam/Hours	KEMNAKER RI	Tranindo Pratama
Sertifikasi Operator Alat Berat Excavator (Kemenaker) Excavator Heavy Equipment Operator Certification (Ministry of Manpower)	16	0	512 Jam/Hours	KEMNAKER RI	Tranindo Pratama
Sertifikasi Operator *Dump Truck* Dump Truck Operator Certification	23	0	736 Jam/Hours	KEMNAKER RI	Tranindo Pratama Mulia
Sertifikasi Operator *Wheel Loader* Wheel Loader Operator Certification	10	0	320 Jam/Hours	KEMNAKER RI	Tranindo Pratama Mulia
Sertifikasi *Overhead Crane* Overhead Crane Operator Certification	15	0	360 Jam/Hours	KEMNAKER RI	Indotrain Consultant
Sertifikasi P3K di Tempat Kerja Workplace First Aid Certification	3	11	336 Jam/Hours	KEMNAKER RI	Tranindo Pratama Mulia
Pengawas Operasional Pertama (POP) First-Line Operational Supervisor (POP) Certification	11	0	352 Jam/Hours	BNSP	Tranindo Pratama Mulia
Penanggung Jawab Operasional Instalasi Pencegahan Pencemaran Udara Certification for Person in Charge of Air Pollution Prevention Installation Operations	1	0	16 Jam/Hours	BNSP	PT Lingkungan Lestari Jaya
Petugas Pemadam Kebakaran Kelas D Class D Firefighting Officer Certification	5	0	120 Jam/Hours	KEMNAKER RI	PT Sarana Katiga Nusantara
Operator Excavator Batch 1	12	0	384 Jam/Hours	KEMNAKER RI	PT Tranindo Pratama Mulia
Operator Excavator Batch 2	15	0	480 Jam/Hours	KEMNAKER RI	PT Tranindo Pratama Mulia
Operator Forklift Forklift Operator Training	14	0	448 Jam/Hours	KEMNAKER RI	PT Tranindo Pratama Mulia
Operator *Overhead Crane* (Manado) Overhead Crane Operator Training (Manado)	3	0	96 Jam/Hours	KEMNAKER RI	PT Tranindo Pratama Mulia
Operator *Overhead Crane* (Samarinda) Overhead Crane Operator Training (Samarinda)	2	0	64 Jam/Hours	KEMNAKER RI	PT Tranindo Pratama Mulia
Awareness 6s in Workplace	37	3	296 Jam/Hours	PJK3 Umum	PT Garuda Systrain Interindo
Awareness of Operational Health & Safety Culture Improvement	12	3	192 Jam/Hours	PJK3 Umum	PT Sarana Katiga Nusantara
First Aid Refreshment Training	10	2	80 Jam/Hours	PJK3 Umum	RS Hermina Podomoro
Racking Inspection based on EN 15-635 Standard	2	0	16 Jam/Hours	PJK3 Umum	PT TUV Nord Indonesia
Refreshment Internal Audit of ISO 9001:2015, ISO 14001:2015, ISO 45001 : 2018 & SMK3PP 50/ 2012 Based on New Audit Standard ISO 19011:2018	26	4	416 Jam/Hours	PJK3 Umum	PT TUV Nord Indonesia
Defensive Driving Training Batch 1 (Teknisi/Technician)	16	0	256 Jam/Hours	PJK3 Umum	PT ORD Rekacipta Dinamika
Defensive Driving Training Batch 2 (Teknisi/Technician)	16	0	256 Jam/Hours	PJK3 Umum	PT ORD Rekacipta Dinamika
Defensive Driving Training Batch 3 (Teknisi/Technician)	16	0	256 Jam/Hours	PJK3 Umum	PT ORD Rekacipta Dinamika
Defensive Driving Training Batch 4 (Teknisi/Technician)	16	0	256 Jam/Hours	PJK3 Umum	PT ORD Rekacipta Dinamika
Defensive Driving Training BTS 76	16	0	384 Jam/Hours	PJK3 Umum	PT ORD Rekacipta Dinamika
Balikpapan					
Bimbingan Teknik *Good Mining Practice* (GMP) Technical Guidance on Good Mining Practice (GMP)	1	0	16 Jam/Hours	BNSP	PPSDM Geominerba
Diklat Implementasi - *Lifting Supervisory* Training on Lifting Supervisory Implementation	2	0	16 Jam/Hours	BNSP	Prosyd Academy

Materi Topic	Jumlah Peserta Number of Participants		Jumlah Jam Total Hours	Jenis Sertifikasi* Type of Certification*	Penyelenggara Organizer
	Pria Male	Wanita Female			
Implementasi SMKP Mining Safety Management System (SMKP) Implementation	1	0	24 Jam/Hours	BNSP	PPSDM Geominerba
Pengawas Operasional Pertama (POP) First-Line Operational Supervisor (POP) Certification	5	1	192 Jam/Hours	BNSP	Indotrain Consultant
Sertifikasi Damkar Kelas D Class D Firefighting Officer Certification	15	0	360 Jam/Hours	KEMNAKER RI	Indotrain Consultant
Sertifikasi Operator Alat Berat Excavator (BNSP) BNSP Excavator Heavy Equipment Operator Certification	15	0	480 Jam/Hours	BNSP	Media Edutama Indonesia
Sertifikasi Operator *Crane Truck* Kelas 3 Class 3 Crane Truck Operator Certification	1	0	24 Jam/Hours	KEMNAKER RI	Indotrain Consultant
Sertifikasi Petugas P3K di Tempat Kerja Workplace First Aid Officer Certification	15	1	384 Jam/Hours	KEMNAKER RI	Indotrain Consultant
Sertifikasi Teknisi K3 Listrik Electrical Occupational Health and Safety (OHS) Technician Certification	2	0	96 Jam/Hours	KEMNAKER RI	Insurin Adhiraya
Sertifikasi Teknisi K3 Ruang Terbatas Confined Space Occupational Health and Safety (OHS) Technician Certification	2	0	64 Jam/Hours	KEMNAKER RI	Indotrain Consultant
Sertifikasi *Ultrasonic Testing* (NDT Level II) Ultrasonic Testing (NDT Level II) Certification	2	0	176 Jam/Hours	KEMNAKER RI	Sarana Quality Teknik
Sertifikasi Welder Kelas 1 4G Class 1 4G Welder Certification	4	0	128 Jam/Hours	KEMNAKER RI	Insurin Adhiraya
Ultrasonic Testing (MTPT) Level 2	1	0	88 Jam/Hours	KEMNAKER RI	Sarana Quality Teknik
Balikpapan dan *Project*					
Pengawas Operasional Pertama First-Line Operational Supervisor (POP) Certification	8	0	256 Jam/Hour	BNSP	PT Indotrain Consultant
Pengawas Operasional Madya Intermediate Operational Supervisor (POM) Certification	5	0	160 Jam/Hour	BNSP	PT Insurin
Tenaga Kerja Bangunan Tinggi Work at Height Personnel Certification	7	0	224 Jam/Hour	BNSP	PT Insurin
Operator Forklift Batch 1 Forklift Operator Training – Batch 1	15	0	480 Jam/Hour	BNSP	PT Insurin
Operator Forklift Batch 2 Forklift Operator Training – Batch 2	15	0	480 Jam/Hour	BNSP	PT Insurin
Petugas Pertolongan Pertama pada Kecelakaan First Aid Officer Certification	14	1	360 Jam/Hour	KEMNAKER RI	PT Indotrain Consultant
Petugas Pemadam Kebakaran Kelas D Class D Firefighting Officer Certification	15	0	360 Jam/Hour	KEMNAKER RI	PT Indotrain Consultant
Defensive Driving Training (Sangatta)	21	0	336 Jam/Hour	PJK3 Umum	PT Insurin
Defensive Driving Training (Melak)	15	0	240 Jam/Hour	PJK3 Umum	PT Insurin
Melak *Project*					
Defensive Driving Training for Melak Project	10	0	160 Jam/Hour	PJK3 Umum	ORD Rekacipta Dinamika
Online					
Awareness P2K3	26	4	240 Jam/Hour	PJK3 Umum	Alva Mitra Sertama
E-Learning Safety Golden Rules	44	0	88 Jam/Hour	PJK3 Umum	Hexindo Academy
E-Learning Safety Golden Rules (Batch 2 FY25)	8	21	58 Jam/Hour	PJK3 Umum	Hexindo Academy
E-Learning Safety Golden Rules (Batch 3 FY25)	13	10	46 Jam/Hour	PJK3 Umum	Hexindo Academy
Refreshment QSHE Ms Internal Audit ISO 9001, 14001, & 45001	34	5	312 Jam/Hour	PJK3 Umum	Alva Mitra Sertama

Pelatihan K3
OHS Training

Peserta Wanita Female Participants	Peserta Pria Male Participants	Peserta Pelatihan Training Participants	Subjek Pelatihan Training Subjects	Jam Pelatihan Training Hours	Rata-Rata Jam Pelatihan Average Training Hours
73	735	808	62	15.176	18,78

Layanan dan Kualitas Kesehatan Pekerja [401-2, 403-3, 403-6]

Hexindo menyediakan jaminan kesehatan menyeluruh bagi seluruh karyawan dan keluarganya melalui kepesertaan dalam Program Jaminan Kesehatan Nasional (JKN) yang dikelola oleh BPJS Kesehatan, sebagaimana diatur dalam Perjanjian Kerja Bersama (PKB) Pasal 50.

Selain itu, Perseroan juga menyediakan fasilitas kesehatan tambahan, meliputi:

1. Pusat pelayanan kesehatan di kantor pusat yang didukung oleh dokter spesialis okupasi, dokter hiperkes, dan perawat hiperkes yang bertugas untuk melayani kesehatan dan konsultasi medis bagi karyawan;
2. Layanan *Telemedicine* yang memungkinkan karyawan beserta keluarga berkonsultasi medis secara *online* 24/7, di mana pun berada;
3. Tunjangan rawat jalan dan pembelian obat (PKB Pasal 51);
4. Tunjangan rawat inap untuk karyawan dan keluarga (PKB Pasal 52);
5. Tunjangan melahirkan hingga anak ketiga (PKB Pasal 54);
6. Tunjangan perawatan gigi (PKB Pasal 55); dan
7. Tunjangan kacamata (PKB Pasal 56).

Employee Healthcare Services and Quality

Hexindo provides comprehensive healthcare coverage for all employees and their families through participation in the National Health Insurance (JKN) program administered by BPJS Kesehatan, as stipulated in Article 50 of the Collective Labor Agreement (CLA).

In addition, the Company provides the following supplementary healthcare benefits:

1. An on-site healthcare center at the Head Office, supported by occupational medicine specialists, occupational health physicians, and occupational health nurses, providing healthcare services and medical consultations for employees;
2. Telemedicine services, enabling employees and their families to access online medical consultations 24 hours a day, 7 days a week, from any location;
3. Outpatient medical and medication benefits (CLA Article 51);
4. Inpatient healthcare benefits for employees and their families (CLA Article 52);
5. Maternity benefits for up to the third child (CLA Article 54);
6. Dental care benefits (CLA Article 55); and
7. Eyeglasses benefits (CLA Article 56).

Fasilitas *Telemedicine*
Telemedicine Facility

Sebagai bagian dari upaya peningkatan kualitas kesehatan pekerja secara sukarela, Perseroan menyediakan layanan Telemedicine yang memungkinkan karyawan dan keluarganya melakukan konsultasi medis secara daring dengan tenaga medis profesional. Layanan ini ditujukan untuk membantu mengidentifikasi dan menangani berbagai risiko kesehatan, baik yang berkaitan dengan aktivitas kerja maupun yang tidak terkait dengan pekerjaan. Layanan ini merupakan kolaborasi strategis antara Hexindo dan mitra penyedia layanan klinik agar dapat diakses 24/7 melalui teknologi komunikasi digital, sehingga karyawan memiliki akses yang mudah dan cepat ke layanan kesehatan di mana pun mereka berada.

As part of its voluntary efforts to improve employee health and well-being, the Company provides a Telemedicine service that enables employees and their families to consult with professional medical personnel online. This service is designed to help identify and address various health risks, whether work-related or not. It represents a strategic collaboration between Hexindo and its clinical service partners, ensuring 24/7 accessibility through digital communication technology. This allows employees to conveniently and promptly access healthcare services wherever they are.

Sebagai langkah preventif, Hexindo juga melaksanakan *Medical Check-Up* (MCU) untuk seluruh pekerjanya secara berkala minimal setahun sekali. Proses ini dikoordinasikan oleh Departemen HCPA mulai dari perencanaan, seleksi vendor, penyusunan jadwal dan anggaran, hingga pelaksanaan MCU dengan dukungan Departemen QSHE.

Evaluasi hasil dilakukan bersama Departemen QSHE dan Departemen HCPA berdasarkan hasil MCU dan daftar 10 besar penyakit akibat kerja. Tindak lanjut mengacu pada prosedur PRO/HO/BDEV/033 jika ditemukan indikasi medis. Seluruh hasil pemeriksaan bersifat rahasia dan dikelola sesuai

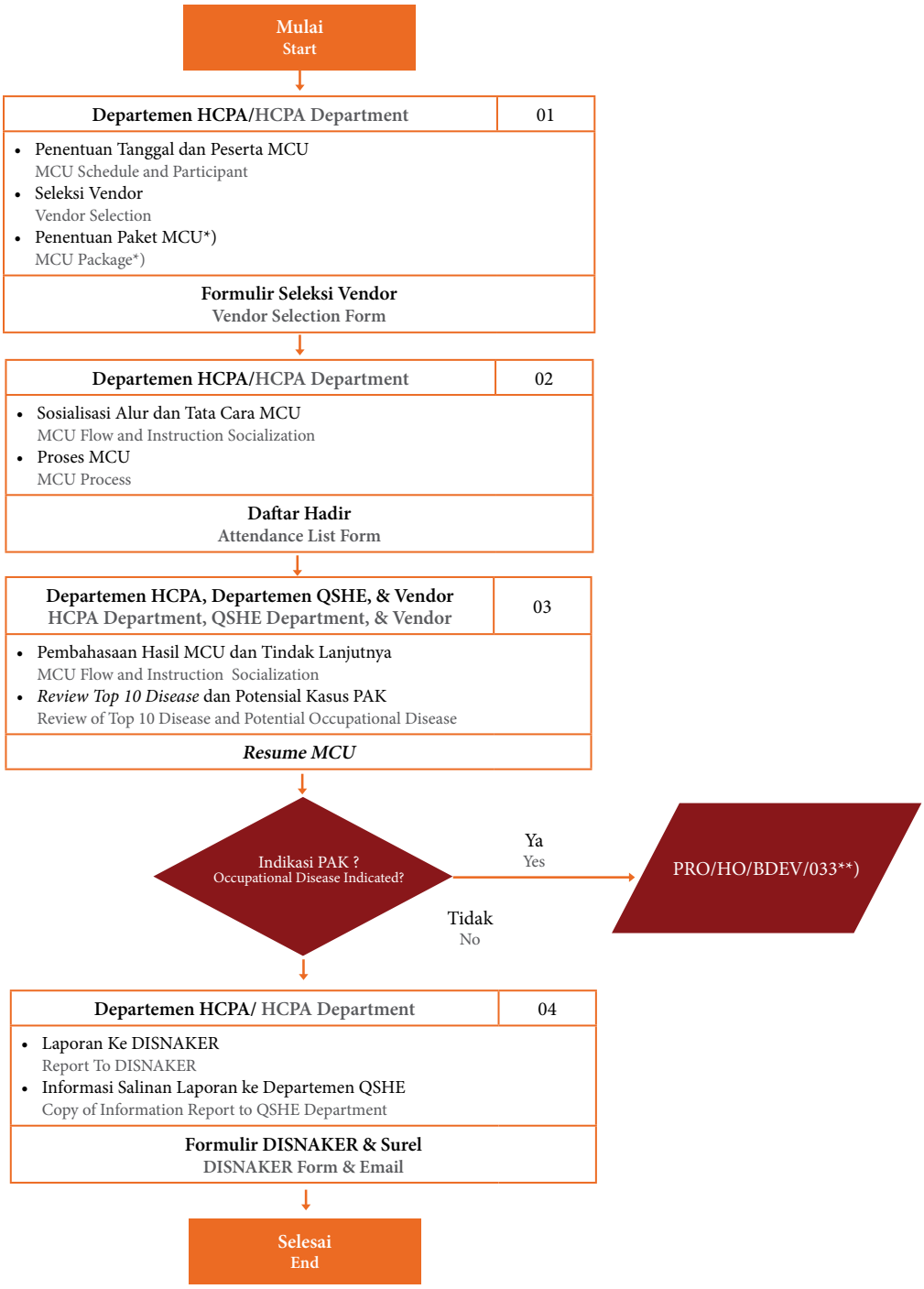
As a preventive measure, Hexindo also conducts periodic Medical Check-Up (MCU) for all employees at least once a year. The process is coordinated by the HCPA Department, covering planning, vendor selection, scheduling, budgeting, and the implementation of the MCU, with support from the QSHE Department.

The evaluation of the results is carried out jointly by the QSHE Department and the HCPA Department based on the MCU findings and the list of the top 10 occupational diseases. Follow-up actions are implemented in accordance with Procedure PRO/HO/BDEV/033 whenever medical indications

prosedur internal. Adapun alur lengkap proses pemeriksaan kesehatan bagi pekerja Perseroan adalah sebagai berikut:

are identified. All medical examination results are treated as confidential and managed in accordance with the Company's internal procedures. The complete employee medical examination process is presented as follows:

Alur Pemeriksaan Kesehatan Pekerja
Worker Health Screening Flow





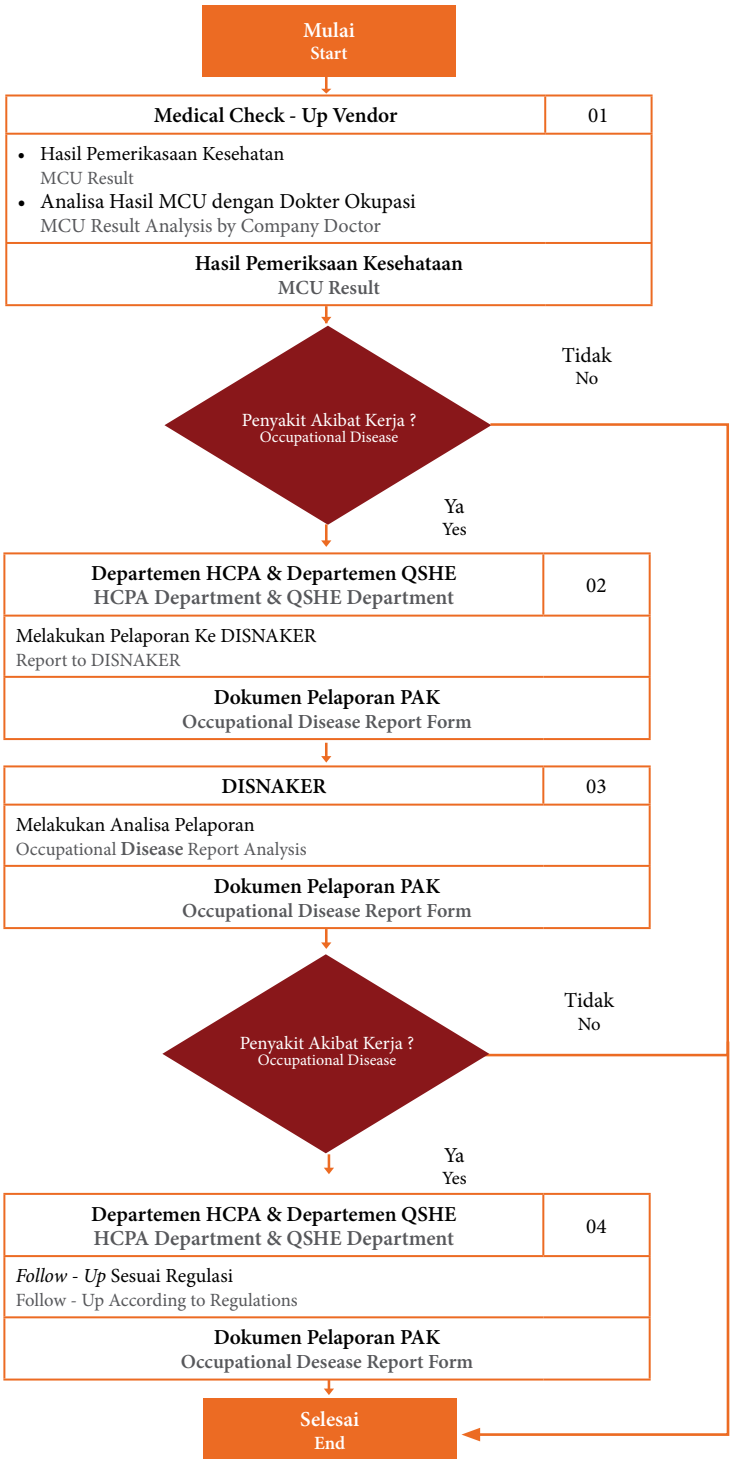
Dari hasil pemeriksaan tersebut, jika muncul indikasi Penyakit Akibat Kerja (PAK), temuan akan dianalisis lebih lanjut oleh Dokter Perusahaan untuk memastikan validitas indikasi tersebut. Jika tidak terdapat indikasi PAK, proses dinyatakan selesai. Namun, jika indikasi terkonfirmasi, Departemen HCPA dan Departemen QSHE akan menyusun laporan resmi menggunakan *Occupational Disease Report Form* dan melaporkannya kepada Dinas Tenaga Kerja (Disnaker).

Selanjutnya, Disnaker akan menilai apakah kasus yang dilaporkan memenuhi kriteria sebagai PAK. Jika tidak, proses dihentikan. Namun, jika diakui sebagai PAK, Perusahaan akan menindaklanjuti dengan pelaporan ke sistem registrasi nasional dan penerapan langkah perbaikan sesuai ketentuan internal. Seluruh dokumen terkait dikelola dan diarsipkan sebagai bagian dari pelaporan resmi Perusahaan. Adapun alur lengkap proses diagnosis dan pelaporan PAK adalah sebagai berikut:

Based on the examination results, if any indication of an Occupational Disease (OD) is identified, the findings are further analyzed by the Company's physician to verify the validity of the indication. If no indication of an Occupational Disease is identified, the process is concluded. However, if the indication is confirmed, the HCPA Department and the QSHE Department prepare an official report using the Occupational Disease Report Form and submit it to the Regional Manpower Office (Disnaker).

Subsequently, Disnaker assesses whether the reported case meets the criteria for an Occupational Disease. If the case does not meet the criteria, the process is discontinued. However, if it is officially recognized as an Occupational Disease, the Company proceeds with reporting the case through the national registration system and implementing corrective actions in accordance with the Company's internal procedures. All related documentation is managed and archived as part of the Company's official reporting process. The complete process for the diagnosis and reporting of Occupational Diseases is presented as follows:

Alur Diagnosis dan Pelaporan PAK
Occupational Disease Diagnosis and Reporting Procedure



Evaluasi dan Mitigasi Risiko K3 [403-4, 403-9, 403-10]

Sebagai wujud komitmen terhadap penerapan Keselamatan dan Kesehatan Kerja (K3), Perseroan mengimplementasikan metode HIRADC (*Hazard Identification, Risk Assessment, and Determining Control*) dalam melakukan identifikasi bahaya, penilaian risiko, serta penetapan langkah pengendalian guna mencegah kecelakaan kerja dan penyakit akibat kerja (PAK) di seluruh aktivitas operasional.

Tahapan pertama dalam proses ini adalah identifikasi bahaya, yang dilakukan melalui peninjauan menyeluruh terhadap aktivitas, lokasi, serta kondisi operasional yang dikategorikan sebagai rutin (R), tidak rutin (NR), normal (N), abnormal (AN), atau darurat (E). Pada tahap ini, sumber bahaya dianalisis mencakup alat dan bahan yang digunakan, jenis bahaya yang berpotensi terjadi, serta kemungkinan dampak yang ditimbulkan. Langkah ini bertujuan untuk mengenali potensi risiko secara dini sebelum berkembang menjadi insiden yang merugikan.

Selanjutnya, penilaian risiko dilakukan dengan mengevaluasi tingkat risiko berdasarkan dua parameter utama, yaitu *severity* (tingkat keparahan) dan *likelihood* (kemungkinan terjadinya). Kedua nilai ini dikalikan untuk memperoleh skor risiko awal. Evaluasi juga mencakup efektivitas pengendalian risiko yang telah diterapkan guna mengidentifikasi sisa risiko (*residual risk*) yang masih ada. Seluruh proses ini diselaraskan dengan regulasi serta standar K3 yang berlaku untuk menjamin kepatuhan terhadap ketentuan yang ditetapkan.

Proses pengendalian risiko kemudian dilaksanakan berdasarkan hasil penilaian, dengan mengikuti prinsip hierarki pengendalian, yaitu eliminasi (El), substitusi (Sub), rekayasa teknik (Re), administratif (Adm), dan penggunaan alat pelindung diri (APD). Untuk menjamin pelaksanaan yang efektif, ditetapkan penanggung jawab (PIC) serta jangka waktu implementasi yang terukur.

Sebagai bagian dari tata kelola risiko yang berkelanjutan, monitoring dan evaluasi secara berkala dilakukan guna menilai efektivitas pengendalian yang telah diterapkan, mengidentifikasi potensi risiko baru, serta menentukan langkah korektif dan preventif yang diperlukan. Berdasarkan hasil identifikasi bahaya dan penilaian risiko yang telah dilakukan, berikut adalah bahaya dan risiko utama terkait kecelakaan kerja serta penyakit akibat kerja (PAK) di lingkungan Perusahaan:

OHS Risk Assessment and Mitigation

As part of its commitment to implementing occupational health and safety (OHS), the Company applies the Hazard Identification, Risk Assessment, and Determining Control (HIRADC) methodology to identify hazards, assess risks, and establish appropriate control measures to prevent workplace accidents and occupational diseases (ODs) across all operational activities.

The first stage of the process is hazard identification, which involves a comprehensive review of activities, locations, and operational conditions categorized as routine (R), non-routine (NR), normal (N), abnormal (AN), or emergency (E). At this stage, potential hazard sources are analyzed, including the equipment and materials used, the types of hazards that may arise, and their potential impacts. This process is intended to identify potential risks at an early stage before they develop into incidents.

The next stage involves risk assessment, which evaluates the level of risk based on two key parameters: severity and likelihood. These two values are multiplied to determine the initial risk score. The assessment also considers the effectiveness of existing risk controls to identify any remaining residual risk. The entire process is aligned with applicable OHS regulations and standards to ensure compliance with established requirements.

Risk control measures are then implemented based on the assessment results by following the hierarchy of controls, namely elimination (El), substitution (Sub), engineering controls (Eng), administrative controls (Adm), and the use of Personal Protective Equipment (PPE). To ensure effective implementation, a Person in Charge (PIC) and a defined implementation timeline are assigned for each control measure.

As part of its continuous risk management process, the Company conducts regular monitoring and evaluation to assess the effectiveness of the implemented controls, identify emerging risks, and determine the necessary corrective and preventive actions. Based on the hazard identification and risk assessment conducted, the following are the Company's principal workplace accident and occupational disease (OD) hazards and risks:

Bahaya dan Risiko Utama Terkait Kecelakaan Kerja Serta PAK
Main Hazards and Risks Related to Workplace Accidents and Occupational Diseases

Jenis Bahaya Type of Hazard	Sumber Risiko Source of Risk	Konsekuensi Consequences	Tindakan Pengendalian Control Measures
Fisik Physical	Mesin dan aktivitas servis Machines and servicing activities	Cedera fisik, seperti luka, patah tulang, atau amputasi Physical injuries, such as cuts, fractures, or amputations	• Pemasangan pelindung mesin (*machine guard*) • Penggunaan alat kerja standar • Penerapan SOP yang ketat • Pelatihan teknis berkala • Penggunaan APD sesuai risiko • Installation of machine guards • Use of standardized work tools • Implementation of strict SOPs • Regular technical training • Use of Personal Protective Equipment (PPE) according to risk
Kimia Chemical	Pelumas, *grease*, dan deterjen Lubricants, greases, and detergents	Iritasi kulit atau reaksi alergi Skin irritation or allergic reactions	• Penggunaan bahan kimia berisiko rendah dan berbasis air • Penyediaan dan sosialisasi MSDS (*Material Safety Data Sheet*) • Penggunaan APD sesuai standar keselamatan kerja • Use of low-risk, water-based chemicals • Provision and dissemination of MSDS • Use of PPE in accordance with occupational safety standards
Biologi Biological	Vektor penyakit (misalnya nyamuk), hewan penggigit (misalnya lebah), dan hewan liar di area kerja atau jalur kerja Disease vectors (e.g., mosquitoes), stinging animals (e.g., bees), and wild animals in the work area or work pathways	Penyakit akibat gigitan/sengatan (DBD, malaria, anafilaksis), atau kecelakaan saat menghindari hewan Diseases from bites/stings such as dengue, malaria, anaphylaxis, or accidents while avoiding animals	• Pemasangan alat pengusir serangga (lampu UV/*repellent*) • Penggunaan pakaian kerja lengan panjang • Edukasi pencegahan penyakit vector • Pelatihan defensif berkendara • Installation of insect repellent devices (UV lamps/repellent) • Use of long-sleeved work clothing • Education on vector-borne disease prevention • Defensive driving training
Ergonomi Ergonomic	Posisi kerja tidak ergonomis, beban fisik berulang Poor working posture, repetitive physical load	Gangguan otot dan rangka (*MSDs*) atau myalgia Musculoskeletal disorders and myalgia	• Pelatihan ergonomi di tempat kerja • Sosialisasi Penyakit Akibat Kerja (PAK) • Pemeriksaan kesehatan rutin termasuk uji Lasegue • Survei ergonomi oleh tenaga ahli • Workplace ergonomics training • Awareness programs on Occupational Diseases (OD) • Routine health checks including Lasegue tests • Ergonomic surveys conducted by certified professionals
Psikososial Psychosocial	Beban kerja tinggi dengan tenggat waktu High workload with due date	Gangguan kesehatan mental, seperti *burnout* atau kecemasan Mental health issues, such as burnout or anxiety	• Skrining kesehatan mental secara berkala • Konsultasi dengan psikolog klinis atau dokter perusahaan • Akses layanan *telemedicine* • Program olahraga bagi karyawan • Regular mental health screenings • Consultations with a clinical psychologist or company doctor • Access to telemedicine services • Employee fitness and wellness programs

Dari sejumlah jenis bahaya yang telah teridentifikasi, kecelakaan berkendara merupakan penyumbang terbesar dalam angka kecelakaan kerja berdasarkan data historis di lingkungan Perusahaan.

Among the identified hazards, traffic accidents remain the largest contributor to workplace accidents based on the Company's historical data.

Setiap tahunnya, Perseroan menetapkan target *zero-accident* melalui penerapan program mitigasi risiko secara berkelanjutan. Sepanjang tahun buku 2025 Perseroan mencatat 13 kejadian, terdiri atas 8 kecelakaan berkendara dan 5 kecelakaan kerja dengan cedera. Seluruh cedera tergolong ringan (*minor injury*) dan tidak mengakibatkan hilangnya hari kerja, sehingga LTIFR tercatat 0,00 per satu juta jam kerja, membaik dari 0,18. Recordable Injury Rate meningkat dari 0,36 menjadi 0,88 seiring menguatnya budaya pelaporan insiden di seluruh area operasional. Kecelakaan berkendara masih menjadi penyumbang terbesar, dan Perseroan meresponsnya melalui pemantauan perilaku berkendara berbasis *Vehicle Tracking, Branch Leader Safety Awareness Program*, serta kampanye keselamatan berkendara bersama pihak Kepolisian.

Each year, the Company establishes a zero-accident target through the continuous implementation of risk mitigation programs. During fiscal year 2025, the Company recorded 13 incidents, comprising 8 traffic accidents and 5 work-related injuries. All injuries were classified as minor injuries and did not result in any lost workdays, resulting in an LTIFR of 0.00 per one million working hours, an improvement from 0.18. The Recordable Injury Rate increased from 0.36 to 0.88, reflecting a stronger incident reporting culture across all operational areas. Traffic accidents remained the largest contributor, and the Company responded by implementing vehicle driving behavior monitoring through the Vehicle Tracking system, the Branch Leader Safety Awareness Program, and road safety campaigns in collaboration with the Police.

Selaras dengan komitmen tersebut, Perseroan juga secara konsisten melakukan pemantauan kesehatan kerja guna mencegah timbulnya penyakit akibat kerja (PAK). Berdasarkan hasil evaluasi dan pelaporan yang dilakukan selama 3 (tiga) tahun buku terakhir, tidak terdapat kasus PAK yang terjadi di lingkungan Perseroan.

In line with this commitment, the Company also consistently monitors employees' health to prevent the occurrence of Occupational Diseases (ODs). Based on the evaluation and reporting conducted over the past 3 (three) financial years, no cases of Occupational Diseases were recorded within the Company.

Adapun statistik kecelakaan kerja yang terjadi di lingkungan Perseroan dalam 3 (tiga) tahun buku terakhir adalah sebagai berikut:

The workplace accident statistics recorded by the Company over the past 3 (three) financial years are presented as follows:

Statistik Kecelakaan Kerja
Work-Related Injuries Statistics

Uraian	Satuan Unit	FY2025	FY2024	FY2023	Description
Jumlah Jam Kerja	Jam Hours	5.656.560	5.564.880	5.330.880	Number of Working Hours
Jumlah Kecelakaan Kerja[1)]	Kasus Case	13	10	12	Number of Accident Case[1)]
Jumlah Kecelakaan Fatalitas (Kematian)	Kasus Case	0	0	0	Number of Fatality Accident
Tingkat Kejadian Kecelakaan Fatal	Per 1 Juta Jam Kerja Per 1 Million Man Hours	0	0	0	Fatality Rate
Cedera terkait Pekerjaan yang Dapat Dicatat[2)]					**Recordable Work-Related Injuries[2)]**
Jumlah LTI dengan Disabilitas	Kasus Case	0	0	0	Number of LTI with Disability
Jumlah LTI tanpa Disabilitas	Kasus Case	0	1	1	Number of LTI without Disability
Jumlah Non-LTI[3)]	Kasus Case	5	1	3	Number of Non-LTI[3)]
Jumlah Cedera terkait Pekerjaan yang Dapat Dicatat	Kasus Case	5	2	4	Number of Recordable Work-Related Injuries
Recordable Injury Rate	Per 1 Juta Jam Kerja Per 1 Million Man Hours	0,88	0,36	0,75	Recordable Injury Rate
Lost Time Injury Frequency Rate (LTIFR)	Per 1 Juta Jam Kerja Per 1 Million Man Hours	0,00	0,18	0,19	Lost Time Injury Frequency Rate (LTIFR)

[1)]Seluruh kecelakaan kerja, yang mencakup LTI, non-LTI, serta kerusakan properti signifikan yang menyebabkan hilangnya fungsi atau menimbulkan kerugian besar (lebih dari Rp10 juta).
[2)]LTI (Lost Time Injuries): Cedera yang menyebabkan kehilangan hari kerja.
[3)]Non-LTI: Cedera ringan yang tidak menyebabkan kehilangan hari kerja.
[1)]All work-related incidents, including LTIs, non-LTIs, and significant property damage that results in loss of function or substantial financial loss (exceeding Rp10 million).
[2)]LTI (Lost Time Injuries): Injuries that result in lost workdays.
[3)]Non-LTI: Minor injuries that do not result in lost workdays.

Kecelakaan Kerja berdasarkan Lokasi
Work-Related Injuries by Location

Uraian	FY2025	FY2024	FY2023	Description
Kantor, *Workshop*, dan *Warehouse*	0	1	2	Office, Workshop, and Warehouse
Site (Tambang dan Perkebunan)	6	1	1	Site (Mining and Plantation)
Pelabuhan	0	0	0	At the Port
Perjalanan	7	8	9	During the Trip
Jumlah	**13**	**10**	**12**	**Total**

PERFORMA K3

Sebagai bentuk komitmen terhadap penerapan Keselamatan dan Kesehatan Kerja (K3), Perseroan berhasil meraih berbagai penghargaan dari lembaga pemerintah dan mitra terkait. Adapun penghargaan yang diperoleh sebagai bentuk apresiasi atas kinerja K3 Perusahaan sepanjang tahun buku 2025 adalah sebagai berikut:

OHS PERFORMANCE

As part of its commitment to implementing Occupational Health and Safety (OHS), the Company received various awards from government institutions and business partners. The awards presented below reflect recognition of the Company's OHS performance throughout the 2025 financial year:

Penghargaan K3
OHS Awards

No	Penghargaan Awards	Tanggal Date	Pemberi Penghargaan Awarded by
Proyek Adaro **Adaro Project**			
1	Nihil Kecelakaan Zero Accident	Juni 2025 June 2025	Pemerintah Provinsi Kalimantan Selatan South Kalimantan Provincial Government
2	*Performance* ZA	2025	PT Saptaindra Sejati (SIS)
3	Mitra Kerja Terbaik (Juara II) Best Business Partner (Second Place)	Februari 2026 February 2026	PT Bukit Makmur Mandiri Utama (BUMA)
Proyek Balikpapan **Balikpapan Project**			
4	P2 HIV/AIDS (Platinum) HIV/AIDS Prevention and Control Program (Platinum)	Juni 2025 June 2025	Dinas Ketenagakerjaan Provinsi Kalimantan Timur Department of Manpower of East Kalimantan Province
Proyek Bengalon **Bengalon Project**			
5	*Best Safety Performance Maintenance Subcontractor*	Januari 2026 January 2026	KPP Mining
6	Nihil Kecelakaan Zero Accident	Juni 2025 June 2025	Dinas Ketenagakerjaan Provinsi Kalimantan Timur Department of Manpower of East Kalimantan Province
7	*Safety Accountability* Terbaik Best Safety Accountability	Juni 2025 June 2025	PT Darma Henwa
8	LTI Free Manhours	Mei 2025 May 2025	PT Darma Henwa
Proyek Kideco **Kideco Project**			
9	P2 HIV/AIDS (Platinum) HIV/AIDS Prevention and Control Program (Platinum)	Februari 2026 February 2026	Kementerian Ketenagakerjaan RI Ministry of Manpower of Indonesia
10	P2 HIV/AIDS (Platinum) HIV/AIDS Prevention and Control Program (Platinum)	Juni 2025 June 2025	Dinas Ketenagakerjaan Provinsi Kalimantan Timur Department of Manpower of East Kalimantan Province
11	P2 TBC (Platinum) Tuberculosis Prevention and Control Program (Platinum)	Juni 2025 June 2025	Dinas Ketenagakerjaan Provinsi Kalimantan Timur Department of Manpower of East Kalimantan Province
12	President Director (Emas) President Director Award (Gold)	Februari 2026 February 2026	PT Kideco Jaya Agung
Proyek Melak **Melak Project**			
13	Nihil Kecelakaan Zero Accident	Juni 2025 June 2025	Dinas Ketenagakerjaan Provinsi Kalimantan Timur Department of Manpower of East Kalimantan Province
Proyek Samarinda **Samarinda Project**			
14	P2 HIV/AIDS (Platinum) HIV/AIDS Prevention and Control Program (Platinum)	Februari 2026 February 2026	Kementerian Ketenagakerjaan RI Ministry of Manpower of Indonesia

No	Penghargaan Awards	Tanggal Date	Pemberi Penghargaan Awarded by
Proyek Sangatta **Sangatta Project**			
15	P2 HIV/AIDS (Gold) HIV/AIDS Prevention and Control Program (Gold)	Februari 2026 February 2026	Kementerian Ketenagakerjaan RI Ministry of Manpower of Indonesia
16	P2 HIV/AIDS (Platinum) HIV/AIDS Prevention and Control Program (Platinum)	Juni 2025 June 2025	Dinas Ketenagakerjaan Provinsi Kalimantan Timur Department of Manpower of East Kalimantan Province
17	P2 TBC (Platinum) Tuberculosis Prevention and Control Program (Platinum)	Juni 2025 June 2025	Dinas Ketenagakerjaan Provinsi Kalimantan Timur Department of Manpower of East Kalimantan Province
18	Nihil Kecelakaan Zero Accident	Juni 2025 June 2025	Dinas Ketenagakerjaan Provinsi Kalimantan Timur Department of Manpower of East Kalimantan Province

PEMBERDAYAAN MASYARAKAT

Dalam rangka mendukung pembangunan berkelanjutan dan menciptakan hubungan harmonis dengan masyarakat sekitar, Perseroan secara konsisten melaksanakan berbagai inisiatif pemberdayaan masyarakat. Upaya ini diwujudkan melalui pengelolaan dampak operasional yang bertanggung jawab, pelaksanaan program *Corporate Social Responsibility* (CSR) yang terencana, serta kolaborasi aktif dengan para pemangku kepentingan.

COMMUNITY EMPOWERMENT

To support sustainable development and foster harmonious relationships with surrounding communities, the Company consistently implements various community empowerment initiatives. These efforts are carried out through responsible management of operational impacts, the implementation of well-planned Corporate Social Responsibility (CSR) programs, and active collaboration with stakeholders.

Komitmen terhadap Tujuan Pembangunan Berkelanjutan (SDGs)

Sebagai wujud komitmen terhadap prinsip pembangunan berkelanjutan, Perseroan menetapkan 7 (tujuh) dari 17 (tujuh belas) Tujuan Pembangunan Berkelanjutan (SDGs) yang diinisiasi oleh PBB sebagai fokus utama dalam implementasi program Tanggung Jawab Sosial dan Lingkungan (CSR). Adapun 7 (tujuh) SDGs yang menjadi prioritas utama Perseroan adalah sebagai berikut:

Commitment to the Sustainable Development Goals (SDGs)

As part of its commitment to sustainable development, the Company has identified 7 (seven) of the 17 (seventeen) United Nations Sustainable Development Goals (SDGs) as the primary focus of its Corporate Social Responsibility (CSR) programs. The following 7 (seven) SDGs represent the Company's key priorities:



- Pendidikan Berkualitas
  Quality Education
- Kesetaraan Gender
  Gender Equality
- Air Bersih dan Sanitasi Layak
  Clean Water and Sanitation
- Energi Bersih dan Terjangkau
  Affordable and Clean Energy
- Pekerjaan Layak dan Pertumbuhan Ekonomi
  Decent Work and Economic Growth
- Industri, Inovasi, dan Infrastruktur
  Industry, Innovation, and Infrastructure
- Konsumsi dan Produksi yang Bertanggung Jawab
  Responsible Consumption and Production

Sebagai tindak lanjut dari komitmen tersebut, Perseroan merumuskan Kerangka Kerja CSR bertema "Pemberdayaan Sosial untuk Kehidupan yang Lebih Baik" yang berlandaskan pada 4 (empat) pilar, yaitu:

As a follow-up to this commitment, the Company has established a CSR Framework under the theme "Social Empowerment for a Better Life" which is built upon the following 4 (four) pillars:

Kerangka Kerja CSR Hexindo
Hexindo CSR Framework



Kerangka tersebut menjadi acuan pelaksanaan program CSR Perseroan agar selaras dengan inisiatif keberlanjutan Hitachi Construction Machinery (HCM) Jepang, serta dilaksanakan melalui kolaborasi dengan pemangku kepentingan strategis, seperti lembaga pendidikan, LSM, pemerintah daerah, dan komunitas lokal. Sejalan dengan hal tersebut, Perseroan menetapkan sejumlah program unggulan yang dinilai paling relevan dan berdampak, antara lain:

The framework serves as the foundation for implementing the Company's CSR programs, ensuring alignment with Hitachi Construction Machinery (HCM) Japan's sustainability initiatives. Its implementation is carried out through close collaboration with strategic stakeholders, including educational institutions, non-governmental organizations (NGOs), local governments, and local communities. In line with this commitment, the Company has established several flagship programs that are considered the most relevant and impactful, as follows:

Program Air Bersih dan Sanitasi Layak
Clean Water and Sanitation Program



Tujuan | Goals

Mendukung komunitas lokal di daerah pascabencana dalam penyediaan air bersih dan sanitasi yang layak.

To support local communities in postdisaster areas by providing access to clean water and proper sanitation.

Inisiatif | Initiatives

Penyediaan fasilitas sanitasi (toilet dan tangki air) serta penyelenggaraan seminar kesehatan untuk warga.

Provision of sanitation facilities (toilets and water tanks) and the organization of health seminars for residents.

Pemangku Kepentingan yang Terlibat
Stakeholder Involved

LSM lokal untuk membangun fasilitas.

Local NGOs to build facilities.

Program Pendidikan Berkualitas
Quality Education Program



Tujuan | Goals

Menyediakan fasilitas pendidikan dan menginspirasi siswa untuk meraih citacita melalui berbagi pengetahuan.

To provide educational facilities and inspire students to pursue their aspirations through the sharing of knowledge.

Inisiatif | Initiatives

Donasi infrastruktur dalam bentuk buku dan keranjang penyimpanan, serta Kelas Inspirasi yang diadakan oleh *Top/Middle Management*.

Infrastructure donations in the form of books and storage baskets, as well as Inspiration Classes conducted by top/middle management.

Pemangku Kepentingan yang Terlibat
Stakeholder Involved

Perwakilan pelanggan dan lembaga pendidikan.

Customer representatives and educational institutions.

Kemitraan untuk Mencapai Tujuan (Aspek Lingkungan)
Partnership for the Goals Program (Environmental Aspect)



Tujuan | Goals

Berpartisipasi dalam meningkatkan kesadaran lingkungan dan memberikan manfaat ekonomi bagi masyarakat.

To participate in raising environmental awareness and providing economic benefits to the community.

Inisiatif | Initiatives

Kegiatan penanaman pohon dan penyediaan program pendidikan dan pembelajaran.

Tree planting activities and the provision of educational and learning programs.

Pemangku Kepentingan yang Terlibat
Stakeholder Involved

LSM dan pemerintah daerah mendukung penyediaan bibit dan memfasilitasi seminar.

NGOs and local government to support seedling provision and facilitate seminars

Program TJSL [F.23, F.25]

Program CSR Perseroan dirancang dan diajukan sebelum tahun buku berjalan, lengkap dengan alokasi anggaran yang sesuai. Dalam proses perencanaannya, Perusahaan melakukan interaksi langsung dengan pemangku kepentingan seperti pemerintah daerah, tokoh masyarakat, dan LSM guna memahami kebutuhan riil di lapangan. Hal ini bertujuan untuk memastikan bahwa program CSR memberikan manfaat optimal sesuai dengan harapan masyarakat.

Penanggung jawab pelaksanaan program CSR adalah *Corporate Communication Section* di bawah Departemen *Corporate Planning* & SMO. Unit ini bertugas untuk merencanakan, melaksanakan, memantau, mengevaluasi, dan melakukan perbaikan terhadap program CSR. Selain itu, *Corporate Communication Section* juga berkoordinasi dengan kantor cabang, proyek, dan pihak eksternal untuk mencapai target program secara efektif.

CSR Programs

The Company's CSR programs are planned and proposed prior to the beginning of each financial year, accompanied by an appropriate budget allocation. During the planning process, the Company engages directly with stakeholders, including local governments, community leaders, and non-governmental organizations (NGOs), to better understand the actual needs of the communities. This approach is intended to ensure that CSR programs deliver optimal benefits in line with community expectations.

The implementation of the Company's CSR programs is overseen by the Corporate Communication Section under the Corporate Planning & SMO Department. This unit is responsible for planning, implementing, monitoring, evaluating, and continuously improving CSR initiatives. In addition, the Corporate Communication Section coordinates with branch offices, project sites, and external stakeholders to ensure the effective achievement of program objectives.

Pada tahun buku 2025, total biaya yang dialokasikan untuk program CSR tercatat sebesar USD55.090. Dana tersebut digunakan untuk merealisasikan sejumlah program CSR yang telah dilaksanakan sepanjang tahun, antara lain sebagai berikut:

During the 2025 financial year, the total budget allocated for CSR programs amounted to USD55,090. These funds were utilized to implement various CSR initiatives throughout the year, as follows:







Education for All

Akses terhadap pendidikan yang berkualitas merupakan salah satu fondasi penting dalam membangun sumber daya manusia yang unggul dan berdaya saing. Namun demikian, keterbatasan sarana pembelajaran serta akses terhadap bahan bacaan yang memadai masih menjadi tantangan di sejumlah wilayah di Indonesia. Kondisi tersebut mendorong perlunya kolaborasi berbagai pihak untuk mendukung terciptanya lingkungan belajar yang lebih inklusif dan berkualitas.

Access to quality education is one of the fundamental pillars in developing capable and competitive human resources. Nevertheless, limited educational facilities and inadequate access to reading materials remain challenges in a number of regions across Indonesia. These conditions highlight the importance of collaboration among various stakeholders to foster a more inclusive and high-quality learning environment.

Sebagai wujud komitmen terhadap pembangunan berkelanjutan, Perseroan secara konsisten melaksanakan program tanggung jawab sosial perusahaan (*Corporate Social Responsibility*/CSR) melalui pilar *Education for All*. Program ini difokuskan pada peningkatan literasi, perluasan akses terhadap sumber belajar, serta pengembangan potensi generasi muda melalui penyediaan fasilitas pendidikan dan kegiatan edukatif.

As part of its commitment to sustainable development, the Company consistently implements its Corporate Social Responsibility (CSR) initiatives through the Education for All pillar. The program focuses on improving literacy, expanding access to learning resources, and supporting the development of future generations through educational facilities and inspirational learning activities.

Pada Tahun Buku 2025, Perseroan menyalurkan donasi buku nonpelajaran kepada 4 (empat) Sekolah Dasar (SD) di Pontianak dan Merauke pada 3 dan 5 November 2025. Selain itu, Perseroan juga menyelenggarakan kegiatan Kelas Inspirasi di SMKN 52 Jakarta pada 22 Oktober 2025 yang dirangkaikan dengan peresmian renovasi lapangan basket sebagai bagian dari upaya menciptakan lingkungan belajar yang lebih nyaman serta mendorong pengembangan karakter dan kreativitas peserta didik.

In FY2025, the Company donated non-textbook reading materials to 4 (four) elementary schools in Pontianak and Merauke on November 3 and 5, 2025. In addition, the Company organized an Inspirational Class at SMKN 52 Jakarta on October 22, 2025, which was accompanied by the inauguration of a renovated basketball court as part of its efforts to provide a more conducive learning environment while encouraging students' character development and creativity.

Sejak pertama kali dilaksanakan pada tahun 2016, program *Education for All* telah menjangkau lebih dari 62 sekolah di 18 kota di Indonesia dengan penyaluran lebih dari 20.000 buku nonpelajaran. Melalui keberlanjutan program ini, Perseroan berharap dapat terus memberikan kontribusi nyata terhadap peningkatan kualitas pendidikan sekaligus mendukung terwujudnya pembangunan masyarakat yang berkelanjutan.

Since its launch in 2016, the Education for All program has reached more than 62 schools across 18 cities in Indonesia through the distribution of over 20,000 non-textbook reading materials. Through the continued implementation of this program, the Company seeks to make a meaningful contribution to improving the quality of education while supporting sustainable community development.







Donasi Kemanusiaan bagi Korban Bencana Banjir di Sumatra
Humanitarian Assistance for the Victims of the Sumatra Floods

Bencana banjir yang melanda sejumlah wilayah di Sumatra memberikan dampak yang signifikan terhadap aktivitas masyarakat, infrastruktur, serta proses pemulihan ekonomi di daerah terdampak. Kondisi tersebut mendorong perlunya kolaborasi berbagai pihak dalam mempercepat penanganan darurat dan mendukung proses rehabilitasi pascabencana.

Floods that struck several areas in Sumatra had a significant impact on local communities, infrastructure, and regional economic recovery. These conditions highlighted the importance of collaboration among various stakeholders to accelerate emergency response efforts and support post-disaster rehabilitation.

Sebagai bentuk kepedulian terhadap masyarakat serta komitmen dalam menjalankan tanggung jawab sosial perusahaan (*Corporate Social Responsibility*/CSR), Perseroan berpartisipasi aktif dalam mendukung upaya penanggulangan bencana melalui penyediaan bantuan kemanusiaan dan dukungan operasional di lokasi terdampak.

As part of its commitment to Corporate Social Responsibility (CSR), the Company actively participated in disaster relief initiatives by providing humanitarian assistance and operational support to affected communities.

Pada November 2025, PT Hexindo Adiperkasa Tbk menyalurkan bantuan pemulihan banjir di Sumatra melalui penyediaan 1 (satu) unit ekskavator Hitachi ZX210F-5G dan 1 (satu) unit *crawler carrier* Morooka MST800 untuk mendukung proses evakuasi serta pemulihan infrastruktur. Selain itu, Perseroan juga menyalurkan donasi kemanusiaan sebesar Rp104.678.705 guna membantu pemenuhan kebutuhan masyarakat terdampak.

In November 2025, PT Hexindo Adiperkasa Tbk supported flood recovery efforts in Sumatra by deploying 1 (one) Hitachi ZX210F-5G excavator and 1 (one) Morooka MST800 crawler carrier to assist evacuation activities and infrastructure restoration. In addition, the Company donated Rp104,678,705 in humanitarian aid to help address the immediate needs of affected communities.

Melalui inisiatif tersebut, Perseroan berharap dapat berkontribusi dalam mempercepat proses pemulihan pascabencana sekaligus memberikan manfaat nyata bagi masyarakat. Program ini juga mencerminkan komitmen Perseroan untuk senantiasa hadir dan memberikan dukungan pada saat masyarakat menghadapi situasi darurat maupun tantangan kemanusiaan.

Through this initiative, the Company aims to contribute to accelerating post-disaster recovery while delivering meaningful benefits to the affected communities. The program also reflects the Company's commitment to standing alongside society by providing timely support during emergencies and humanitarian challenges.





Pembangunan Fasilitas Sanitasi di Cipinang Besar Utara
Construction of Sanitation Facilities in Cipinang Besar Utara

Akses terhadap fasilitas sanitasi yang layak merupakan salah satu faktor penting dalam meningkatkan kualitas kesehatan dan kesejahteraan masyarakat. Namun demikian, masih terdapat wilayah yang menghadapi keterbatasan sarana sanitasi sehingga memerlukan dukungan berbagai pihak untuk menciptakan lingkungan yang lebih sehat dan layak huni.

Access to adequate sanitation facilities is a key factor in improving public health and overall community well-being. However, a number of communities still face limited access to proper sanitation infrastructure, highlighting the need for collaborative efforts to create healthier and more livable environments.

Sebagai bentuk komitmen terhadap pembangunan berkelanjutan, Perseroan secara konsisten menjalankan program tanggung jawab sosial perusahaan (*Corporate Social Responsibility*/CSR) melalui pilar *Hygiene for All*. Program ini bertujuan meningkatkan akses masyarakat terhadap fasilitas sanitasi yang memadai sekaligus mendukung terciptanya perilaku hidup bersih dan sehat.

As part of its commitment to sustainable development, the Company consistently implements its Corporate Social Responsibility (CSR) initiatives through the Hygiene for All pillar. The program is designed to improve community access to proper sanitation facilities while promoting clean and healthy living practices.

Pada 15 Januari 2026, PT Hexindo Adiperkasa Tbk melaksanakan program pembangunan fasilitas sanitasi di Kelurahan Cipinang Besar Utara, Jakarta Timur, melalui pembangunan 2 (dua) unit kamar mandi dan 5 (lima) unit WC yang diperuntukkan bagi 83 Kepala Keluarga (KK). Program ini dilaksanakan bekerja sama dengan Palang Merah Indonesia (PMI) Kota Jakarta Timur sebagai bentuk kolaborasi dalam meningkatkan kualitas hidup masyarakat.

On January 15, 2026, PT Hexindo Adiperkasa Tbk carried out a sanitation facility development program in Cipinang Besar Utara, East Jakarta, through the construction of 2 (two) bathrooms and 5 (five) toilets serving 83 households. The program was implemented in collaboration with the Indonesian Red Cross (PMI) of East Jakarta as part of a joint effort to improve community well-being.

Sejak pertama kali dilaksanakan pada FY2021, program *Hygiene for All* telah direalisasikan di berbagai wilayah, antara lain Donggala, Sumatra Barat, Jakarta Timur, dan Cianjur. Melalui keberlanjutan program ini, Perseroan berharap dapat terus berkontribusi dalam meningkatkan akses masyarakat terhadap sanitasi yang layak serta mendukung terciptanya lingkungan yang lebih sehat dan berkelanjutan.

Since its inception in FY2021, the Hygiene for All program has been implemented in several regions, including Donggala, West Sumatra, East Jakarta, and Cianjur. Through the continuation of this initiative, the Company aims to further improve community access to proper sanitation facilities while supporting healthier and more sustainable living environments.







Plantation di Sentul
Plantation in Sentul

Pelestarian lingkungan merupakan bagian penting dari upaya menjaga keseimbangan ekosistem dan mendukung keberlanjutan kehidupan bagi generasi mendatang. Oleh karena itu, diperlukan kolaborasi berbagai pihak dalam meningkatkan tutupan vegetasi serta menjaga kelestarian lingkungan melalui berbagai kegiatan konservasi.

Environmental conservation plays an important role in maintaining ecosystem balance and supporting a sustainable future for generations to come. Accordingly, collaboration among various stakeholders is essential to enhance green cover and preserve the environment through conservation initiatives.

Sebagai bentuk komitmen terhadap pembangunan berkelanjutan, Perseroan secara konsisten melaksanakan program tanggung jawab sosial perusahaan (*Corporate Social Responsibility*/CSR) melalui pilar *Nature for All*. Program ini bertujuan mendukung pelestarian lingkungan sekaligus meningkatkan kesadaran masyarakat akan pentingnya menjaga ekosistem dan sumber daya alam.

As part of its commitment to sustainable development, the Company consistently implements its Corporate Social Responsibility (CSR) initiatives through the Nature for All pillar. The program aims to support environmental conservation while raising public awareness of the importance of protecting ecosystems and natural resources.

Pada 18 Februari 2026, PT Hexindo Adiperkasa Tbk menyelenggarakan kegiatan Plantation "*Back to Nature*" di Sentul melalui penanaman 570 bibit pohon matoa sebagai upaya mendukung penghijauan dan pelestarian lingkungan.

On February 18, 2026, PT Hexindo Adiperkasa Tbk organized the Plantation "Back to Nature" program in Sentul by planting 570 matoa tree seedlings as part of its efforts to promote reforestation and environmental conservation.

Sejak pertama kali dilaksanakan pada tahun 2017, program *Nature for All* terus menjadi bagian dari komitmen berkelanjutan Perseroan dalam menjaga kelestarian lingkungan di berbagai wilayah Indonesia. Melalui program ini, Perseroan berharap dapat memberikan kontribusi nyata terhadap peningkatan kualitas lingkungan sekaligus mendukung terciptanya masa depan yang lebih hijau dan berkelanjutan.

Since its launch in 2017, the Nature for All program has remained an integral part of the Company's long-term commitment to preserving the environment across various regions of Indonesia. Through this initiative, the Company seeks to make a meaningful contribution to improving environmental quality while supporting a greener and more sustainable future.

Pengaduan Masyarakat [F.24]

Hingga akhir tahun buku 2025, Perseroan belum menyediakan saluran khusus untuk menerima keluhan dan/atau pengaduan dari masyarakat terkait dampak isu sosial dan lingkungan yang timbul dari aktivitas operasional Perusahaan. Meski demikian, masyarakat tetap dapat menyampaikan pengaduan dan/atau keluhannya melalui saluran *Whistleblowing System* (WBS), surat elektronik, media sosial, situs web serta ke kantor pusat, cabang, dan *project* terdekat.

Sepanjang tahun buku 2025, tidak terdapat keluhan maupun pengaduan dari masyarakat yang diterima oleh Perseroan terkait dampak negatif yang timbul akibat kegiatan bisnis maupun produk Perusahaan.

Community Grievance Mechanism

As of the end of the 2025 financial year, the Company had not established a dedicated channel to receive complaints and/or grievances from the public regarding the social and environmental impacts arising from its operational activities. Nevertheless, members of the public may submit complaints and/or grievances through the Company's Whistleblowing System (WBS), email, social media platforms, corporate website, or by contacting the nearest Head Office, Branch Office, and project site.

Throughout the 2025 financial year, the Company did not receive any complaints or grievances from the public regarding adverse impacts arising from its business activities or products.

Aspek Produk dan Jasa
Products and Services Aspect

Topik Material yang Tercakup [3-2]
Material Topic Covered

Kesehatan dan Keamanan Konsumen
Customer Health and Safety

KOMITMEN TERHADAP KEBERLANJUTAN SOSIAL [3-3]

Produk alat berat memiliki implikasi keselamatan yang kritis terhadap keselamatan pengguna, sehingga Perusahaan bertanggung jawab untuk memastikan kualitas dan keamanan produk yang didistribusikan.

Dampak dan Pengelolaan Dampak [E.5]

Operasional Hexindo berpotensi menimbulkan dampak lingkungan dan sosial, seperti emisi, kebisingan, dan gangguan ekosistem. Untuk memitigasinya, Perseroan mematuhi regulasi nasional dan internasional serta menghindari kerja sama dengan pihak berisiko tinggi. Selain itu, penyediaan produk ramah lingkungan turut mendukung pengurangan emisi dan peningkatan efisiensi, sekaligus menjaga keselamatan dan keandalan operasional melalui penerapan sistem pemantauan *real-time*.

Komitmen dan Kebijakan

Perseroan berkomitmen untuk melindungi hak konsumen sebagaimana diatur dalam UU No. 8 Tahun 1999, serta memastikan penyediaan produk dan layanan secara adil dan berkualitas. Komitmen ini didukung oleh sertifikasi ISO 9001:2015 untuk proses penjualan, distribusi, dan layanan purna jual. Selain itu, Perusahaan juga menerapkan kebijakan larangan transaksi dengan entitas berisiko tinggi, selaras dengan pedoman dari HCM Jepang. Selain itu, Hexindo hanya menyediakan produk dari merek ternama seperti Hitachi, Bell, Dynapac, Foton, dan Morooka yang didukung oleh ketersediaan suku cadang, layanan purna jual responsif, dan pelatihan teknis bagi pelanggan.

Tindakan dan Efektivitas

Perseroan mengelola dampak operasional melalui pendekatan pencegahan, mitigasi, dan penguatan dampak positif. Upaya ini mencakup remanufaktur komponen berstandar Hitachi, pemanfaatan *E-Service* (GES) untuk pemantauan

COMMITMENT TO SOCIAL SUSTAINABILITY

Heavy equipment products have critical safety implications for users. Therefore, the Company is responsible for ensuring the quality and safety of every product it distributes.

Impact and Impact Management

Hexindo's operations may generate environmental and social impacts, including emissions, noise, and ecosystem disturbance. To mitigate these impacts, the Company complies with applicable national and international regulations and avoids engaging with high-risk counterparties. In addition, the provision of environmentally friendly products supports emission reduction and operational efficiency while enhancing safety and equipment reliability through the implementation of real-time monitoring systems.

Commitment and Policies

The Company is committed to protecting consumer rights in accordance with Law No. 8 of 1999 on Consumer Protection and to providing fair, high-quality products and services. This commitment is supported by ISO 9001:2015 certification covering sales, distribution, and after-sales service processes. The Company also enforces a policy prohibiting transactions with high-risk entities in line with the guidelines of HCM Japan. Furthermore, Hexindo exclusively supplies products from reputable brands such as Hitachi, Bell, Dynapac, Foton, and Morooka, supported by comprehensive spare parts availability, responsive after-sales services, and technical training for customers.

Actions and Effectiveness

The Company manages its operational impacts through preventive measures, mitigation initiatives, and programs designed to enhance positive outcomes. These efforts include Hitachi-standard component remanufacturing, the utilization

preventif, serta pelatihan teknis bagi operator. Dampak negatif ditangani melalui distribusi suku cadang secara *real-time* dan pengendalian mutu ketat. Selain itu, inovasi produk ramah lingkungan dan layanan berbasis teknologi terus dikembangkan untuk memperkuat kontribusi positif secara berkelanjutan.

Keterlibatan Pemangku Kepentingan

Bentuk keterlibatan pemangku kepentingan Perseroan dalam pengelolaan dampak produk dan layanan mencakup:

- Survei kepuasan pelanggan sebagai dasar perbaikan berkelanjutan;
- Penyediaan saluran komunikasi terbuka melalui *website*, telepon, dan email untuk menampung keluhan serta permintaan informasi;
- Pelatihan operator dan teknisi guna menjamin pengoperasian yang aman; serta
- Kolaborasi dengan prinsipal terpercaya untuk memastikan kualitas produk dan dukungan teknis yang optimal.

KUALITAS SERTA KEAMANAN PRODUK DAN JASA

Hexindo berkomitmen untuk menghadirkan produk dan layanan yang aman, berkualitas, serta sesuai dengan standar nasional dan internasional. Seluruh upaya difokuskan untuk menjamin kepuasan dan perlindungan pelanggan secara berkelanjutan.

Perlindungan Hak Pelanggan

Sebagai bagian dari grup perusahaan global, Hexindo menerapkan praktik bisnis yang selaras dengan pedoman perusahaan induk di Jepang, khususnya dalam menjaga integritas melalui kebijakan anti-transaksi dengan pihak-pihak berisiko. Dalam menjalankan operasionalnya, Hexindo memastikan kepatuhan terhadap regulasi global maupun nasional dengan secara ketat menghindari transaksi dengan pihak yang tercantum dalam daftar hitam PBB atau yang terlibat dalam aktivitas terorisme dan narkotika. Komitmen ini juga sejalan dengan UU No. 8 Tahun 1999 tentang Perlindungan Konsumen, di mana Hexindo menempatkan hak pelanggan sebagai prioritas utama, termasuk dalam menjamin keamanan produk dan layanan yang diberikan.

Komitmen terhadap Produk dan Jasa yang Setara Kepada Pelanggan [F.17]

Perseroan berkomitmen untuk menyediakan produk dan layanan berkualitas tinggi bagi seluruh pelanggan tanpa diskriminasi. Komitmen ini didukung oleh sertifikasi sistem manajemen mutu ISO 9001:2015 untuk seluruh proses

of the Global E-Service (GES) platform for preventive monitoring, and technical training for equipment operators. Potential adverse impacts are addressed through real-time spare parts distribution and stringent quality control processes. In addition, the Company continues to develop environmentally friendly products and technology-based services to strengthen its long-term positive contribution.

Stakeholder Engagement

The Company's stakeholder engagement in managing product and service impacts includes:

- Customer satisfaction surveys as a basis for continuous improvement;
- Open communication channels through the Company's website, telephone, and email to receive complaints and information requests;
- Operator and technician training to ensure safe equipment operation; and
- Collaboration with trusted principals to ensure product quality and optimal technical support.

PRODUCT AND SERVICE QUALITY AND SAFETY

Hexindo is committed to delivering safe, high-quality products and services that comply with national and international standards. These efforts are focused on ensuring customer satisfaction and protection on a sustainable basis.

Customer Rights Protection

As part of a global corporate group, Hexindo implements business practices aligned with the guidelines of its parent company in Japan, particularly in maintaining integrity through its policy against transactions with high-risk parties. In conducting its operations, Hexindo ensures compliance with both global and national regulations by strictly avoiding transactions with parties included on United Nations sanctions lists or involved in terrorism or narcotics-related activities. This commitment is also consistent with Law No. 8 of 1999 on Consumer Protection, under which Hexindo places customer rights as a top priority, including ensuring the safety of the products and services it provides.

Commitment to Equal Products and Services for Customers

The Company is committed to providing high-quality products and services to all customers without discrimination. This commitment is supported by ISO 9001:2015 Quality Management System certification covering all sales, heavy

penjualan, distribusi alat berat, dan jasa pertambangan di Kantor Pusat, Cabang Jakarta, Cabang Balikpapan, *Product Support*, serta *Remanufacturing* Balikpapan. Sertifikasi ini menjadi bukti kesesuaian Hexindo dengan standar internasional dalam menjamin kualitas produk dan layanan.

Sebagai bagian dari komitmen tersebut, Hexindo menawarkan alat berat dari merek ternama, seperti Hitachi, Bell, Foton, Morooka dan Dynapac untuk berbagai sektor seperti pertambangan, konstruksi, perkebunan, dan kehutanan. Adapun dukungan yang Perseroan miliki, antara lain:

1. **Layanan lengkap**
   Remanufaktur komponen dengan garansi setara baru, *welding center* berkualitas, dan *e-service* untuk pemantauan alat berat secara *real-time*.

2. **Suku cadang**
   Tersedia lebih dari 88.000 item dengan distribusi cepat di seluruh Indonesia.
3. **Pelatihan**
   Program peningkatan kompetensi teknis dan manajerial untuk tim Perseroan.

Perseroan memastikan bahwa seluruh pelanggan mendapatkan layanan setara, dukungan cepat, dan solusi tepat kebutuhan sesuai dengan komitmen Perusahaan, yaitu kualitas, ketersediaan, dan kepuasan pelanggan.

Inovasi serta Pengembangan Produk dan Jasa [F.26]

Hexindo terus berinovasi dalam pengembangan produk dan layanan, baik dari segi teknologi, efisiensi operasional, maupun dampak lingkungan. Berikut adalah beberapa inisiatif utama yang telah dilakukan:

1. **Produk Ramah Lingkungan**
   Hexindo menyediakan alat berat dengan teknologi terkini yang dirancang untuk mengurangi dampak lingkungan, seperti: [B.1.d]
   - ***Zero Tail Swing Mini Excavators***
     Model seperti ZX33U-5A dan ZX48U-5A dirancang dengan fitur ramah lingkungan, termasuk tingkat kebisingan rendah dan emisi gas buang rendah. Desain *zero tail swing* memungkinkan alat ini beroperasi di ruang sempit tanpa risiko merusak lingkungan sekitar. Selain itu, produk ini juga dilengkapi dengan fitur keselamatan, seperti TOPS (*Tip-Over Protective Structure*) dan FOPS (*Falling Object Protective Structure*) untuk meningkatkan perlindungan bagi operator.

equipment distribution, and mining services conducted at the Head Office, Jakarta Branch, Balikpapan Branch, Product Support Division, and Balikpapan Remanufacturing Facility. This certification demonstrates Hexindo's compliance with international standards in ensuring product and service quality.

As part of this commitment, Hexindo offers heavy equipment from leading brands, including Hitachi, Bell, Foton, Morooka, and Dynapac, serving industries such as mining, construction, plantations, and forestry. The Company's key capabilities include:

1. **Comprehensive Services**
   Component remanufacturing with warranties equivalent to new components, a high-quality Welding Center, and e-service solutions for real-time heavy equipment monitoring.
2. **Spare Parts**
   More than 88,000 spare parts are available through a nationwide fast distribution network.
3. **Training**
   Technical and managerial competency development programs for the Company's personnel.

The Company ensures that all customers receive equal service quality, prompt support, and solutions tailored to their operational requirements, in line with its commitment to quality, availability, and customer satisfaction.

Product and Service Innovation

Hexindo continues to innovate in product and service development by improving technology, operational efficiency, and environmental performance. Key initiatives include:

1. **Environmentally Friendly Products**
   Hexindo provides heavy equipment equipped with advanced technologies designed to minimize environmental impacts, including:
   - **Zero Tail Swing Mini Excavators**
     Models such as the ZX33U-5A and ZX48U-5A feature environmentally friendly technologies, including low noise levels and reduced exhaust emissions. Their zero tail swing design enables safe operation in confined spaces while minimizing the risk of damage to surrounding areas. These models are also equipped with TOPS (Tip-Over Protective Structure) and FOPS (Falling Object Protective Structure) to enhance operator safety.

- **Ekskavator Listrik (*Electric Drive*)**
  Hexindo menghadirkan ekskavator listrik dalam seri EX3600E-6 dan EX5600E-6 yang mengandalkan tenaga listrik dan dapat mengurangi emisi gas buang. Ekskavator listrik ini menawarkan performa setara dengan model konvensional namun dengan dampak lingkungan yang lebih rendah.
- **Ekskavator Bertenaga Baterai**
  HCM Jepang meluncurkan produk ZX55U-6EB, ekskavator 5-ton bertenaga baterai bebas emisi pertama di pasar Eropa, untuk memenuhi kebutuhan pelanggan akan alat berat berkelanjutan. Produk ini menawarkan dua opsi pengoperasian, yaitu baterai lithium-ion 39 kWh atau koneksi kabel langsung ke sumber listrik 3 fase CEE 400VAC.
- ***Wheel Loader* dengan *Hydrostatic Transmission* (HST)**
  Generasi terbaru *wheel loader* dari Hexindo kini hadir dengan inovasi unggulan melalui penerapan sistem *Hydrostatic Transmission* (HST). Teknologi ini memberikan berbagai keunggulan, mulai dari peningkatan efisiensi bahan bakar hingga pengurangan polusi suara dan emisi gas buang. Selain itu, desain HST juga dapat meningkatkan mobilitas di berbagai medan kerja, sehingga menjadikan *wheel loader* ini sebagai solusi yang lebih hemat energi dan ramah lingkungan.

2. Layanan Purna Jual Inovatif

Prseroan menghadirkan berbagai layanan purna jual inovatif yang dirancang untuk meningkatkan efisiensi, keandalan, dan keberlanjutan, antara lain:

- ***Global E-Service* (GES)**
  Platform digital ini memungkinkan pelanggan memantau kondisi alat berat mereka secara *real-time,* menganalisis performa mesin, dan menjadwalkan perawatan preventif. Layanan ini membantu mengurangi *downtime* dan mengoptimalkan penggunaan suku cadang.
- **Layanan Komponen Remanufaktur**
  Komponen bekas diproses ulang di fasilitas remanufaktur Hexindo hingga setara baru. Proses ini mengikuti standar ketat dari Hitachi dan disertai garansi performa, sehingga tidak hanya memperpanjang umur pakai produk, tetapi juga dapat mengurangi limbah.

- **Electric Drive Excavators**
  Hexindo offers the EX3600E-6 and EX5600E-6 electric excavators, which are powered by electricity and produce lower exhaust emissions while delivering performance comparable to conventional models.
- **Battery-Powered Excavators**
  HCM Japan has introduced the ZX55U-6EB, the first zero-emission 5-ton battery-powered excavator launched in the European market. The model offers two operating options: a 39 kWh lithium-ion battery or a direct connection to a three-phase CEE 400VAC power supply.
- **Wheel Loaders with Hydrostatic Transmission (HST)**
  The latest generation of Hexindo wheel loaders features Hydrostatic Transmission (HST) technology, delivering improved fuel efficiency, reduced noise and exhaust emissions, and enhanced mobility across various working conditions, making them more energy-efficient and environmentally friendly.

2. Innovative After-Sales Services

The Company offers various innovative after-sales services designed to improve efficiency, reliability, and sustainability, including:

- **Global E-Service (GES)**
  This digital platform enables customers to monitor equipment conditions in real time, analyze machine performance, and schedule preventive maintenance, thereby reducing downtime and optimizing spare parts utilization.
- **Remanufacturing Component Services**
  Used components are restored at Hexindo's remanufacturing facility to a condition equivalent to new products, following Hitachi's stringent standards and supported by performance warranties.

- **Program *Service Part Engineering* (SPE)**
  Perseroan menyediakan program SPE yang mencakup:
  a. *Technical Analysis* Program, berupa pemeriksaan menyeluruh kinerja mesin/unit untuk memastikan kelayakan komponen.
  b. Inspeksi berkala sesuai masa garansi (2.000-4.000 jam/unit).
  c. Pemeriksaan *undercarriage* gratis untuk menilai kondisi unit secara akurat.
  d. Promosi suku cadang, pemasangan gratis untuk komponen tertentu, serta garansi purna jual (*part* & *service*).

Program SPE didukung oleh mekanik bersertifikasi, peralatan canggih, dan fasilitas berteknologi tinggi, sehingga dapat membantu pelanggan dalam merencanakan pergantian suku cadang secara efisien.

3. **Pengelolaan Suku Cadang yang Efisien**
   Hexindo menerapkan sistem manajemen persediaan mutakhir berbasis IBM-AS400 yang terhubung secara *real-time* dengan seluruh jaringan distribusi di Indonesia. Sistem ini didukung oleh:
   - Gudang utama di Jakarta dan Balikpapan;
   - Koneksi dengan pusat suku cadang Hitachi di Singapura dan Jepang; serta
   - Lebih dari 88.000 item suku cadang yang tersebar di seluruh Indonesia.

   Inovasi ini dapat mempercepat perbaikan, mengurangi pemborosan sumber daya, dan meminimalkan *delay* operasional.

Evaluasi serta Dampak Produk dan Jasa [F.27, F.28]

Industri alat berat berpotensi menimbulkan emisi, kebisingan, dan gangguan ekosistem, serta risiko downtime akibat ketergantungan suku cadang impor. Namun, Perseroan memastikan bahwa seluruh produk dan layanan (100%) yang ditawarkan telah memenuhi standar keamanan, keselamatan, dan kesehatan, sehingga dampak negatif yang timbul dapat diminimalkan secara signifikan. Komitmen ini diwujudkan melalui berbagai upaya, antara lain: [416-1]

1. **Prinsipal Berkualitas**
   Produk alat berat seperti *excavator, wheel loader,* dan *dump truck* disediakan oleh merek ternama (Hitachi, Bell, Dynapac, Foton, Morooka) yang telah teruji keandalan dan keselamatannya.

- **Service Part Engineering (SPE) Program**
  The SPE program includes:
  a. Technical Analysis Program, providing comprehensive machine and equipment performance assessments to determine component condition.
  b. Periodic inspections based on warranty periods (2,000–4,000 operating hours per unit).
  c. Complimentary undercarriage inspections to accurately assess equipment conditions.
  d. Spare parts promotions, free installation for selected components, and after-sales warranties covering both parts and services.

The SPE program is supported by certified mechanics, advanced equipment, and state-of-the-art facilities, enabling customers to plan spare parts replacement more efficiently.

3. **Efficient Spare Parts Management**
   Hexindo utilizes an advanced IBM-AS400 inventory management system connected in real time to its nationwide distribution network. This system is supported by:
   - Main warehouses in Jakarta and Balikpapan;
   - Connectivity with Hitachi spare parts centers in Singapore and Japan; and
   - More than 88,000 spare parts available across Indonesia.

   This integrated system accelerates repairs, reduces resource waste, and minimizes operational delays.

Product and Service Evaluation and Impacts

The heavy equipment industry may generate emissions, noise, ecosystem disturbance, and operational downtime resulting from reliance on imported spare parts. Nevertheless, the Company ensures that all of its products and services (100%) comply with applicable safety, health, and quality standards, thereby significantly minimizing potential adverse impacts. This commitment is demonstrated through the following measures:

1. **High-Quality Principals**
   Heavy equipment products, including excavators, wheel loaders, and dump trucks, are supplied by trusted brands such as Hitachi, Bell, Dynapac, Foton, and Morooka, all recognized for their reliability and safety.

2. **Proses Produksi dan Pengujian**
   - Komponen remanufaktur dirakit ulang dan diuji sesuai pedoman ketat Hitachi, dengan garansi setara komponen baru.
   - Layanan pengelasan (*Welding Center*) didukung oleh uji nondestruktif secara berkala serta mengikuti prosedur standar Hitachi.

3. **Dukungan Teknologi dan Pemantauan**
   GES (*Global E-Service*) memungkinkan pemantauan real-time unit pelanggan untuk mengurangi *downtime* dan meningkatkan keamanan operasional, serta *Monitoring System* pada excavator dapat mencatat data pergerakan dan tekanan untuk analisis pencegahan risiko.

4. **Kepatuhan Lingkungan dan Keselamatan**
   Produk seperti mini excavator dirancang dengan emisi rendah dan reduksi kebisingan untuk konstruksi malam hari, memenuhi standar ramah lingkungan. Selain itu, produk *Rigid Dump Truck* Perseroan juga menggunakan teknologi Cummins/ MTU yang efisien dan aman untuk operasi pertambangan skala besar.

5. **Suku Cadang dan Pemeliharaan**
   - Suku cadang asli dikelola dengan sistem Global Hitachi dan didistribusikan melalui jaringan *real-time* untuk memastikan ketersediaan dan orisinalitas.
   - Penggunaan *Hitachi Lubricants, Filters,* dan *Undercarriage* yang dirancang khusus untuk kondisi ekstrem memperpanjang usia produk dan mengurangi risiko kerusakan.

Dengan kolaborasi mitra terpercaya dan proses kontrol kualitas yang ketat, Hexindo menjamin keamanan produk/jasa bagi pelanggan dari tahap produksi hingga purna jual. Melalui berbagai upaya tersebut, tidak terdapat insiden ketidakpatuhan terkait dampak kesehatan dan keselamatan dari produk maupun jasa Perseroan yang terjadi di sepanjang tahun buku 2025.

2. **Production and Testing Processes**
   - Remanufactured components are rebuilt and tested in accordance with Hitachi's stringent standards and are supported by warranties equivalent to new components.
   - Welding Center services are supported by regular non-destructive testing and follow Hitachi's standard operating procedures.

3. **Technology and Monitoring Support**
   Global E-Service (GES) enables real-time monitoring of customer equipment to reduce downtime and improve operational safety and Excavator Monitoring Systems record movement and pressure data for preventive risk analysis.

4. **Environmental and Safety Compliance**
   Products such as mini excavators feature low-emission and low-noise technologies suitable for nighttime construction activities. In addition, the Company's Rigid Dump Truck products are equipped with efficient and reliable Cummins/MTU engine technology, designed to support safe and high-performance operations in large-scale mining environments.

5. **Spare Parts and Maintenance**
   - Genuine spare parts are managed through the Global Hitachi system and distributed via a real-time network to ensure availability and authenticity.
   - Hitachi Lubricants, Filters, and Undercarriage components are specifically designed for extreme operating conditions, extending product life and reducing the risk of failure.

Through collaboration with trusted business partners and rigorous quality control processes, Hexindo ensures the safety of its products and services throughout the entire lifecycle, from production to after-sales support. As a result of these efforts, no incidents of non-compliance relating to the health and safety impacts of the Company's products or services were recorded during the 2025 financial year.

Produk yang Ditarik Kembali dan/atau Layanan yang Dihentikan [F.29]

Sistem jaminan kualitas untuk alat berat merek Hitachi mewajibkan Perseroan untuk memastikan bahwa setiap unit yang dikirim ke pelanggan telah melalui prosedur *Quality Control* (QC) yang ketat. Setiap produk dari prinsipal harus menjalani proses QC menyeluruh, mencakup pemeriksaan fisik dan fungsi semua komponen pada saat receiving di pabrik. Jika produk dinyatakan lulus QC (ditandai dengan status OK dalam formulir inspeksi), maka tanggung jawab atas produk tersebut beralih ke Perseroan. Selanjutnya, prosedur QC kembali dilakukan sebelum unit dikirim ke pelanggan untuk memastikan bahwa alat berat memenuhi standar kualitas dan dalam kondisi *ready for delivery.*

Untuk menjamin kepuasan pelanggan setelah penyerahan produk, Perseroan juga menjalankan layanan purna jual yang didukung oleh sistem operasional terstruktur dan sumber daya yang mumpuni. Jaringan logistik yang terkoordinasi memastikan ketersediaan dan pengiriman komponen teknis secara tepat waktu. Selain itu, fasilitas workshop dan tim teknis Perseroan senantiasa siap memberikan dukungan maksimal, termasuk melalui sistem pemantauan digital yang memungkinkan deteksi dini atas kebutuhan perawatan atau perbaikan.

Dengan integrasi sistem QC, layanan purna jual yang terstruktur, serta SDM yang terlatih, tidak terdapat produk Perseroan yang ditarik kembali atau layanan yang dihentikan karena alasan teknis maupun nonteknis di sepanjang tahun buku 2025. [416-2]

KESELAMATAN, KESEHATAN, DAN KEPUASAN PELANGGAN

Sebagai Perusahaan yang menyediakan alat berat untuk berbagai sektor industri, Perseroan menyadari pentingnya keselamatan, kesehatan, dan kepuasan pelanggan dalam mendukung kelancaran operasional di lapangan. Hal ini menjadi dasar dalam setiap produk dan layanan yang ditawarkan.

Keselamatan dan Kesehatan Pelanggan [416-1]

Seluruh produk (100%) yang Perseroan tawarkan dirancang untuk mengutamakan kenyamanan, keselamatan, dan keamanan pengguna. Dalam proses negosiasi, tim sales Perusahaan akan mempresentasikan produk secara lengkap, termasuk standar pengoperasian yang benar dan prosedur keselamatan. Sebelum penyerahan produk, Perseroan menerapkan proses *Machine Delivery Inspection* (MDI) untuk memastikan semua aspek inspeksi terpenuhi. Setiap poin pemeriksaan dijelaskan secara rinci kepada pelanggan agar dipahami sepenuhnya.

Product Recalls and/or Service Discontinuation

The quality assurance system for Hitachi heavy equipment requires the Company to ensure that every unit delivered to customers has passed rigorous Quality Control (QC) procedures. Each product received from the principal undergoes comprehensive QC inspections covering the physical condition and functionality of all components upon arrival. Once the product passes QC (indicated by an "OK" status on the inspection form), responsibility for the unit is transferred to the Company. A second QC inspection is then conducted prior to customer delivery to ensure the equipment meets all quality standards and is fully ready for delivery.

To maintain customer satisfaction following product delivery, the Company also provides structured after-sales services supported by an integrated operating system and qualified personnel. A coordinated logistics network ensures the timely availability and delivery of technical components. In addition, the Company's workshop facilities and technical teams remain ready to provide comprehensive support, including digital monitoring systems that enable early detection of maintenance and repair requirements.

Through the integration of stringent QC procedures, structured after-sales services, and a highly trained workforce, the Company recorded no product recalls or service discontinuations due to either technical or non-technical reasons throughout the 2025 financial year.

CUSTOMER SAFETY, HEALTH, AND SATISFACTION

As a provider of heavy equipment serving various industries, the Company recognizes the importance of customer safety, health, and satisfaction in supporting smooth field operations. These principles form the foundation of every product and service offered by the Company.

Customer Safety and Health

All products (100%) offered by the Company are designed to prioritize user comfort, safety, and security. During the sales process, the Company's sales team provides comprehensive product presentations, including proper operating procedures and safety requirements. Prior to delivery, the Company conducts a Machine Delivery Inspection (MDI) to ensure that every inspection requirement has been fulfilled. Each inspection item is thoroughly explained to customers to ensure complete understanding.

Selain itu, Perseroan juga memastikan pelanggan memiliki pemahaman yang memadai dalam mengoperasikan alat berat. Untuk itu, Perseroan menyediakan opsi pelatihan operator sebagai bagian dari skema penjualan, terutama untuk produk yang digunakan di sektor pertambangan. Adapun pelatihan yang disediakan Perseroan terdiri dari 2 (dua) jenis, yaitu:

1. **Pelatihan Operator**
   Pelatihan ini bertujuan untuk membekali operator dengan kemampuan pengoperasian produk secara optimal dan aman, serta meminimalkan risiko mis-use dan mis-application.
2. **Pelatihan Teknisi**
   Pelatihan ini bertujuan untuk melatih teknisi dalam melakukan perawatan alat berat agar tetap produktif dan memiliki masa pakai panjang.

Pelatihan tersebut dilaksanakan secara tatap muka (kelas dan praktik lapangan) selama 4-5 hari kerja. Setelah pelatihan, dilakukan evaluasi untuk memastikan peserta memahami seluruh materi dengan baik.

Kepuasan Pelanggan [F.30]

Dalam rangka meningkatkan kualitas produk dan layanan, Perseroan melaksanakan survei kepuasan pelanggan guna mengevaluasi kinerja serta memperoleh umpan balik atas produk dan layanan Perusahaan. Berikut adalah beberapa testimoni pelanggan Perseroan dari hasil survei kepuasan pelanggan pada tahun buku 2025:

The Company also ensures that customers possess adequate knowledge and skills to operate heavy equipment safely. Accordingly, operator training is offered as part of the sales package, particularly for equipment used in the mining sector. The Company provides 2 (two) types of training:

1. **Operator Training**
   Designed to equip operators with the knowledge and skills required to operate equipment safely and efficiently while minimizing the risks of misuse and misapplication.
2. **Technician Training**
   Designed to train technicians in proper equipment maintenance to maximize productivity and extend equipment service life.

These training programs are delivered through classroom instruction and field practice over a period of four to five working days. Following completion of the training, participants undergo evaluations to ensure that all training materials have been fully understood.

Customer Satisfaction

To continuously improve the quality of its products and services, the Company conducts customer satisfaction surveys to evaluate its performance and obtain customer feedback. The following are several customer testimonials collected through the Company's customer satisfaction survey during the 2025 financial year:

Testimonials

ALI SATIBI

Owner of PT Permata Intan Kapuas

Foton Dump Truck 6x4

"Jaringan Hexindo ada di mana-mana. Kemudian *product sales*-nya atau *product support* -nya juga bagus. Karena itu saya sangat percaya."

"Hexindo has an extensive network. Their product sales and product support are also excellent. That's why I have strong trust in them."

ANDREAS JOKO SUBAGIO

Project Manager
PT Mitra Alam Persada

ZX890LCH-7G & ZX350H-7G

"Dari sisi *performance*-nya, dalam 3 tahun terakhir tidak ada kendala besar di *engine*. Uniknya, produk Hitachi ini semakin besar unitnya justru semakin lincah. Dari sisi *cycle time* juga masih masuk dan target bisa tercapai,."

"In terms of performance, over the past three years there have been no major engine issues. Interestingly, the larger the Hitachi unit, the more agile it becomes. Cycle time is still within range, and targets can be achieved."

YUWANA DIPOWIKORO

Owner of PT Arkananta Apta Pratista

EX2600-7 & ZX890LCH-7G

"EX2600-7 memiliki tenaga yang besar dan cocok digunakan untuk operasional tambang yang menantang, sedangkan ZX890LCH-7G dilengkapi teknologi *Aerial Angle* untuk meningkatkan visibilitas dan *awareness* , serta desain yang memudahkan perawatan rutin."

"The EX2600-7 offers high power and is well suited for demanding mining operations, while the ZX890LCH-7G is equipped with Aerial Angle technology to enhance visibility and situational awareness, along with a design that facilitates routine maintenance."

ISLAMUDDIN

Director of PT Manpower Putra Sawerigading

BX100

"Operator hanya butuh waktu sebentar untuk menguasai BX100 dan bisa langsung menggunakannya dengan baik."

"Operators only needed a short time to master the BX100 and could quickly operate it effectively."

ANDI TENRY BALI

Owner of PT Ariano Bintang Cemerlang

ZX200-5G, ZX350H-7G & Bell B45E

"Penerapan sistem ConSite membantu memantau performa mesin, konsumsi bahan bakar, dan pola penggunaan alat untuk meningkatkan efisiensi dan produktivitas. ZX200-5G dan ZX350H-7G masih beroperasi hingga saat ini, sementara Bell B45E mampu bekerja secara optimal di area pertambangan yang menantang. Apabila terdapat kendala, Hexindo selalu siap memberikan dukungan."

"The ConSite system helps monitor machine performance, fuel consumption, and equipment usage patterns to improve efficiency and productivity. The ZX200-5G and ZX350H-7G remain in operation, while the Bell B45E is capable of operating optimally in challenging mining environments. Whenever issues arise, Hexindo is always ready to provide support."

Tentang Laporan
About The Report

SEKILAS TENTANG LAPORAN [2-2, 2-3, 2-4, 2-5][G.1, G.3]

Laporan ini merupakan laporan tahunan dan keberlanjutan PT Hexindo Adiperkasa Tbk yang diterbitkan secara rutin setiap tahun. Laporan ini memuat informasi mengenai kinerja ekonomi, lingkungan, sosial, serta tata kelola Perusahaan. Cakupan dan periode pelaporan ini disesuaikan dengan laporan keuangan Perseroan, yaitu untuk periode 1 April 2025 hingga 31 Maret 2026. Sehubungan dengan tidak adanya umpan balik atas laporan sebelumnya yang diterbitkan pada bulan Juli 2025, maka laporan ini tidak memuat tindak lanjut atas umpan balik tersebut.

Selain itu, laporan ini juga memuat data dan informasi dengan keterangan "pengungkapan kembali" yang disebabkan oleh perubahan metode dan/atau cakupan perhitungan, tanpa memberikan dampak signifikan terhadap data yang dilaporkan. Hingga saat ini, Perseroan belum menggunakan jasa assurance dari pihak independen untuk Laporan Keberlanjutan ini. Meski demikian, Perseroan memastikan bahwa seluruh informasi yang disajikan dalam laporan ini telah disusun dengan benar dan akurat. Untuk informasi lebih lanjut mengenai laporan ini, silakan menghubungi kontak berikut:

OVERVIEW OF THIS REPORT

This Annual and Sustainability Report of PT Hexindo Adiperkasa Tbk is published annually and presents the Company's economic, environmental, social, and governance performance. The reporting scope and period are aligned with the Company's financial statements, covering the period from 1 April 2025 to 31 March 2026. As no feedback was received on the previous report published on July 2025, this report does not include any follow-up actions related to such feedback.

This report also contains certain information and data identified as "restated disclosures," reflecting changes in calculation methodologies and/or reporting scope. These restatements do not have a material impact on the information presented. As of the reporting period, the Company has not engaged an independent assurance provider to verify this Sustainability Report. Nevertheless, the Company is committed to ensuring that all information contained in this report has been prepared accurately, reliably, and in accordance with the applicable reporting standards. For further information regarding this report, please contact:

Sekretaris Perusahaan
Corporate Secretary

PT Hexindo Adiperkasa Tbk
Kawasan Industri Pulo Gadung
(Jakarta Industrial Estate Pulo Gadung)
Jl. Pulo Kambing II Kav. I-II No.33 - Jakarta 13930

Telp: +62 21 4611688
Email: corporate@hexindo-tbk.co.id

Konten Laporan [2-14]

Laporan ini disusun dengan mengacu pada standar dan ketentuan berikut:

- SEOJK No. 16/SEOJK.04/2021 tentang Bentuk dan Isi Laporan Tahunan Emiten atau Perusahaan Publik;
- POJK No. 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik; dan
- GRI Standards 2021.

Report Content

This report has been prepared in accordance with the following standards and regulations:

- SEOJK No. 16/SEOJK.04/2021 concerning the Form and Content of Annual Reports for Issuers or Public Companies;
- POJK No. 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies; and
- GRI Standards 2021.

Dalam penyusunan Laporan ini, Direksi yang mewakili badan tata kelola tertinggi Perusahaan berperan dalam mengkaji, memutuskan, dan mengevaluasi proses pelaporan. Direksi bertanggung jawab atas substansi laporan, termasuk identifikasi dan pengungkapan topik material. Penentuan topik material dilakukan melalui mekanisme *Focus Group Discussion* (FGD) dengan melibatkan manajemen untuk memastikan relevansi informasi yang disajikan.

Untuk menjamin akurasi dan keandalan isi laporan, Sekretaris Perusahaan turut berperan aktif dalam mendukung Direksi, khususnya dalam melakukan kajian teknis terhadap laporan agar sesuai dengan ketentuan peraturan perundang-undangan serta standar pelaporan yang berlaku, termasuk SEOJK, POJK, dan GRI. Seluruh proses peninjauan dan persetujuan laporan dilaksanakan secara bertahap, dimulai dari evaluasi oleh Direksi hingga pengkajian akhir oleh Dewan Komisaris.

Sebagai bentuk bukti keterlibatan dan persetujuan, terlampir "Surat Pernyataan Dewan Komisaris dan Direksi tentang Tanggung Jawab atas Laporan Tahunan dan Keberlanjutan 2025", yang menyatakan tanggung jawab anggota Direksi dan Dewan Komisaris atas informasi yang disampaikan dalam Laporan ini.

Adapun tahapan yang dilaksanakan dalam menentukan topik material pada laporan ini adalah sebagai berikut:

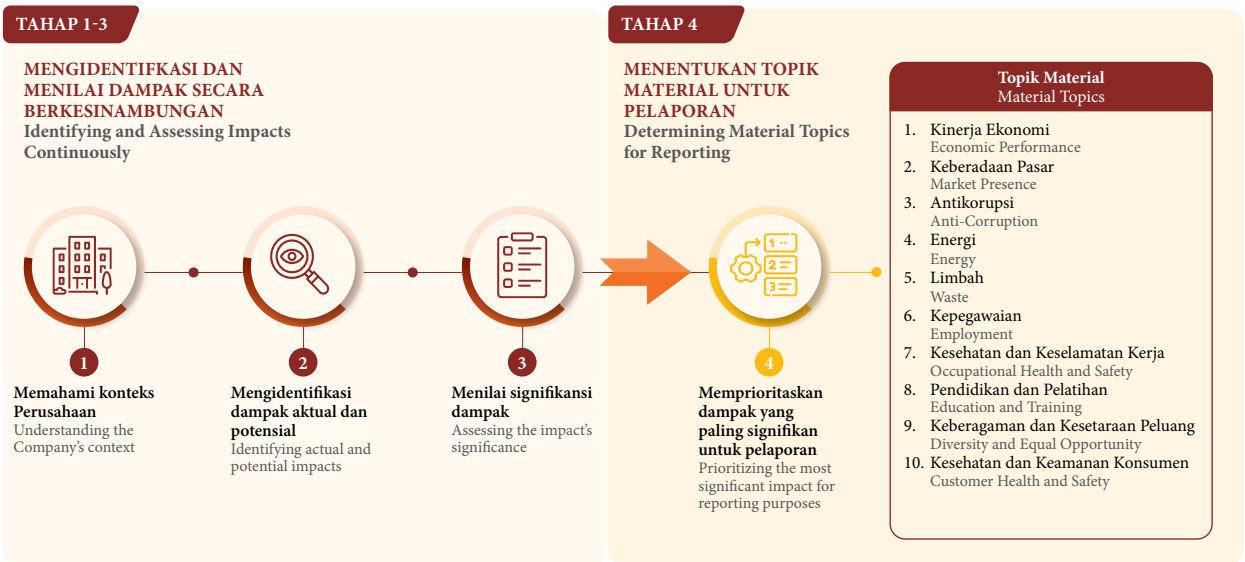
In preparing this Report, the Board of Directors, representing the Company's highest governance body, is responsible for reviewing, approving, and evaluating the reporting process. The Board of Directors is accountable for the substance of the report, including the identification and disclosure of material topics. Material topics are determined through a Focus Group Discussion (FGD) involving management to ensure the relevance of the information presented.

To ensure the accuracy and reliability of the report, the Corporate Secretary actively supports the Board of Directors by conducting technical reviews to ensure compliance with applicable laws, regulations, and reporting standards, including the SEOJK, POJK, and GRI Standards. The review and approval process is carried out in stages, beginning with an evaluation by the Board of Directors and followed by a final review by the Board of Commissioners.

As evidence of their involvement and approval, the Statement of Responsibility of the Board of Commissioners and Board of Directors for the 2025 Annual and Sustainability Report is attached to this Report, confirming the responsibility of the members of the Board of Directors and the Board of Commissioners for the information disclosed herein.

The stages undertaken in determining the material topics presented in this Report are as follows:

Proses Penentuan Topik Material [3-1, 3-2]
Material Topic Determination Process

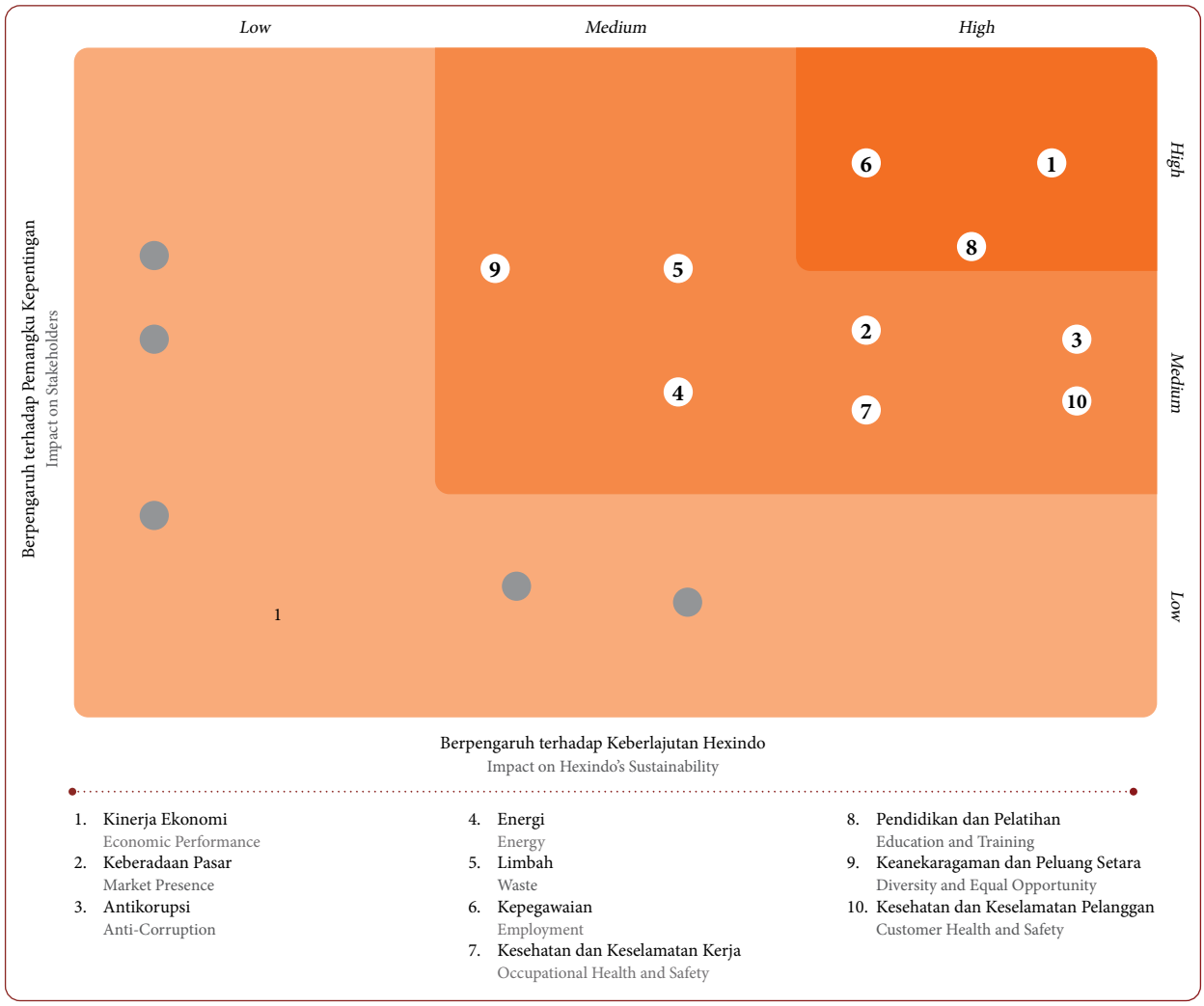


Dari serangkaian proses tersebut, Perseroan menetapkan topiktopik material yang dianggap paling signifikan dan relevan untuk dilaporkan, yaitu:

From this series of processes, the Company has determined the material topics deemed most significant and relevant to be reported, namely:

Topik Material [3-2]
Material Topic

SDGs	Topik Material Material Topic	Referensi Reference	Latar Belakang Background
	Kinerja Ekonomi Economic Performance	GRI 201	Kinerja ekonomi mencerminkan kapabilitas Perusahaan dalam menciptakan nilai berkelanjutan bagi pemegang saham dan pemangku kepentingan, sehingga Perseroan perlu menjaga stabilitas keuangan guna mendukung keberlanjutan usaha. Economic performance reflects the Company's capability to create sustainable value for shareholders and stakeholders. Therefore, the Company must maintain financial stability to support business continuity.
	Keberadaan Pasar Market Presence	GRI 202	Operasi Perseroan tersebar di berbagai wilayah dengan karakteristik sosial ekonomi yang beragam, sehingga Perusahaan perlu menyesuaikan strategi operasional dan pendekatan bisnis dengan kebutuhan lokal. The Company's operations are spread across various regions with diverse socio-economic characteristics, necessitating the adaptation of operational strategies and business approaches to local needs.
	Antikorupsi Anti-Corruption	GRI 205	Bisnis distribusi alat berat melibatkan banyak transaksi dengan berbagai pihak, sehingga Perusahaan perlu memperkuat sistem pengawasan internal untuk mencegah potensi penyimpangan dan menjaga integritas proses bisnis. The heavy equipment distribution business involves numerous transactions with various parties. Accordingly, the Company must strengthen its internal control systems to prevent potential irregularities and uphold the integrity of business processes.
	Energi Energy	GRI 302	Operasional distribusi alat berat membutuhkan konsumsi energi yang cukup signifikan, sehingga Perusahaan perlu mengoptimalkan efisiensi energi untuk mengurangi dampak lingkungan dan menekan biaya operasional. Heavy equipment distribution operations demand substantial energy consumption. Thus, the Company must optimize energy efficiency to reduce environmental impact and control operational costs.
	Limbah Waste	GRI 306	Kegiatan operasional Perseroan menghasilkan berbagai jenis limbah, sehingga Perusahaan perlu menerapkan sistem pengelolaan limbah yang tepat guna mengurangi dampak negatif terhadap lingkungan. The Company's operational activities generate various types of waste. Thus, it is essential to implement an effective waste management system to mitigate adverse environmental impacts.
	Kepegawaian Employment	GRI 401	Ketersediaan tenaga kerja terampil merupakan tantangan dalam industri alat berat, sehingga Perusahaan perlu menjalankan program pengembangan SDM secara berkelanjutan untuk mendukung efektivitas operasional. The availability of skilled labor poses a challenge in the heavy equipment industry. Therefore, the Company must continuously implement human capital development programs to enhance operational effectiveness.
	Kesehatan dan Keselamatan Kerja Occupational Health and Safety	GRI 403	Industri alat berat memiliki risiko keselamatan kerja yang tinggi, sehingga Perusahaan perlu menerapkan sistem K3 secara ketat untuk melindungi karyawan dari potensi bahaya. The heavy equipment industry is inherently associated with high safety risks. The Company must enforce stringent occupational health and safety systems to protect employees from potential hazards.
	Pendidikan dan Pelatihan Education and Training	GRI 404	Dinamika perkembangan teknologi di bidang alat berat menuntut peningkatan kompetensi karyawan, sehingga Perusahaan perlu menyediakan program pelatihan yang relevan agar kemampuan senantiasa selaras dengan kebutuhan dan tuntutan industri. The dynamic development of technology in the heavy equipment sector necessitates continuous enhancement of employee competencies. Therefore, the Company must provide relevant training programs to ensure that employees' skills remain aligned with industry needs and demands.
	Keanekaragaman dan Kesetaraan Peluang Diversity and Equal Opportunity	GRI 405	Lingkungan kerja yang beragam membutuhkan pendekatan manajemen yang inklusif, sehingga Perusahaan perlu memastikan terciptanya kesetaraan kesempatan bagi seluruh karyawan tanpa diskriminasi. A diverse work environment requires an inclusive management approach. Accordingly, the Company must ensure equal opportunities for all employees without discrimination.
	Kesehatan dan Keamanan Konsumen Customer Health and Safety	GRI 416	Produk alat berat memiliki implikasi keselamatan yang kritis terhadap keselamatan pengguna, sehingga Perseroan bertanggung jawab untuk memastikan kualitas dan keamanan produk yang didistribusikan. Heavy equipment products have critical safety implications for users. Therefore, the Company is responsible for ensuring the quality and safety of the distributed products.



KETERLIBATAN PEMANGKU KEPENTINGAN

[2-29][E.4]

Hexindo memandang pemangku kepentingan sebagai elemen kunci dalam keberhasilan bisnis berkelanjutan. Oleh karena itu, Perseroan secara aktif menjalin hubungan harmonis dan berupaya memenuhi ekspektasi mereka. Pelibatan ini bertujuan untuk:

1. Menyelaraskan kepentingan bisnis dengan kebutuhan pemangku kepentingan;
2. Meningkatkan transparansi dan akuntabilitas dalam pengambilan keputusan;
3. Mengidentifikasi risiko dan peluang melalui masukan dari berbagai perspektif; dan
4. Membangun kepercayaan jangka panjang melalui keterlibatan yang inklusif dan responsif.

Pemangku kepentingan Perseroan diidentifikasi melalui analisis materialitas yang mempertimbangkan:

1. Tingkat dampak aktivitas Perusahaan terhadap mereka;

STAKEHOLDER ENGAGEMENT

Hexindo recognizes stakeholders as key partners in achieving sustainable business success. Accordingly, the Company actively fosters constructive relationships and strives to address their expectations. Stakeholder engagement is intended to:

1. Align the Company's business objectives with stakeholder expectations;
2. Enhance transparency and accountability in decision-making;
3. Identify risks and opportunities through insights from diverse stakeholder perspectives; and
4. Build long-term trust through inclusive and responsive engagement.

The Company's stakeholders are identified through a materiality assessment that considers:

1. The extent to which the Company's activities impact each stakeholder group;

2. Tingkat ketergantungan atau pengaruh mereka terhadap operasi Perusahaan; dan
3. Frekuensi interaksi dan urgensi kepentingan yang disampaikan.

Berdasarkan analisis tersebut, Perseroan mengelompokkan pemangku kepentingan ke dalam 6 (enam) kategori utama, yaitu:

2. The level of stakeholder influence on or dependence upon the Company's operations; and
3. The frequency of engagement and the significance of the issues raised.

Based on this assessment, the Company classifies its stakeholders into the following 6 (six) principal groups:

Pemangku Kepentingan Perusahaan
Stakeholders of the Company

Pemangku Kepentingan Stakeholders	Metode Pelibatan Engagement Methods	Frekuensi Frequency	Kepentingan Utama Key Interests
Pemegang Saham **Shareholders**	Rapat Umum Pemegang Saham (RUPS) General Meeting of Shareholders (GMS)	Minimal sekali dalam setahun At least once a year	• Evaluasi kinerja usaha Perusahaan • Perolehan dividen • Persetujuan terhadap aksi korporasi • Penetapan anggota Dewan Komisaris dan Direksi • • Evaluation of the Company's business performance • Dividend acquisition • Approval of corporate actions • Appointment of members of the Board of Commissioners and Directors
Pelanggan **Customers**	Saluran layanan Pelanggan Customer service channel	Setiap saat At any time	• Kualitas produk dan layanan sesuai ekspektasi • Ketepatan waktu pengiriman • Harga yang kompetitif • Skema penjualan yang menguntungkan • Ketersediaan suku cadang • Dukungan purna jual yang prima • Pelayanan yang komunikatif dan solutif • Program loyalitas pelanggan • • Product and service quality aligned with expectations • Timely delivery • Competitive pricing • Profitable sales schemes • Availability of spare parts • Excellent after-sales support • Communicative and solution-oriented service • Customer loyalty programs
	Technical support	Setiap saat At any time	
	Sistem *monitoring* perawatan dan perbaikan unit Monitoring system for unit maintenance and repairs	Setiap saat At any time	
Karyawan **Employees**	Sarana komunikasi antara manajemen dengan karyawan Communication channel between management and employees	Sesuai kebutuhan As needed	• Kejelasan hak dan kewajiban • Kesetaraan dalam penilaian, pengembangan, karier, dan remunerasi • Jaminan K3 (keamanan, kesehatan, dan keselamatan kerja) • Kebebasan berserikat dan berkumpul • • Clarity of rights and obligations • Equality in assessment, career development, career progression, and remuneration • Assurance of Occupational Health, Safety, and Security (OHS) • Freedom of association and assembly
	Pelatihan dan pengembangan kompetensi Training and competency development	Sesuai kebutuhan As needed	
	Perjanjian Kerja Bersama (PKB) Collective Labor Agreement (CLA)	Diperbarui setiap 2 (dua) tahun Updated every 2 (two) years	
	Pertemuan Lembaga Kerja Sama (LKS) Bipartit Bipartite Cooperation Institution (LKS) Meeting	Sesuai kebutuhan As needed	

Pemangku Kepentingan Stakeholders	Metode Pelibatan Engagement Methods	Frekuensi Frequency	Kepentingan Utama Key Interests
Pemerintah/Regulator **Government/Regulator**	Penyampaian laporan keuangan triwulanan dan tahunan Submission of quarterly and annual financial reports	Setiap triwulan dan akhir tahun buku Every quarter and at the end of the fiscal year	• Akurasi dan akuntabilitas laporan keuangan • Keterbukaan informasi • Kepatuhan terhadap praktik hubungan industrial • Kontribusi sosial dan ketepatan penyampaian laporan • Accuracy and accountability of financial reports • Transparency of information • Compliance with industrial relations practices • Social contributions and timely reporting
	Laporan keterbukaan informasi Information disclosure reports	Sesuai kebutuhan As needed	
	Penyampaian Laporan Tahunan Submission of the Annual Report	Maksimal 4 (empat) bulan setelah tahun buku berakhir No later than 4 (four) months after the end of the fiscal year	
Prinsipal **Principals**	Prakiraan penjualan tahunan Annual sales forecasts	Setiap awal tahun buku At the beginning of each fiscal year	• Jaminan Kualitas, Biaya, dan Pengiriman (QCD) • Produk yang sesuai kebutuhan pelanggan • Penguatan rantai pasok global • Kepatuhan terhadap regulasi izin tenaga kerja asing • Assurance of Quality, Cost, and Delivery (QCD) • Products that meet customer needs • Strengthening of the global supply chain • Compliance with foreign labor permit regulations
	Analisis kondisi pasar Market condition analysis	Setiap awal tahun buku At the beginning of each fiscal year	
	Konsultasi teknis Technical consultations	Sesuai kebutuhan As needed	
	Pelatihan mengenai pengetahuan produk Product knowledge training	Sesuai kebutuhan As needed	
Masyarakat **Public**	Pelibatan dalam program CSR Participation in CSR programs	Sesuai kebutuhan As needed	• Hubungan yang harmonis dengan masyarakat • Dampak sosial dan lingkungan yang terkelola dengan baik • Kontribusi positif dan kesempatan kerja bagi masyarakat local • Harmonious relations with the community • Well-managed social and environmental impacts • Positive contribution and employment opportunities for the local community
	masyarakat dan pemerintah daerah setempat Communication with community leaders and local government officials	Sesuai kebutuhan As needed	


HITACHI
ZAXIS
470LC

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Surat Pernyataan Dewan Komisaris dan Direksi tentang Tanggung Jawab atas Laporan Tahunan dan Laporan Keberlanjutan 2025

Statement of the Board of Commissioners and Directors regarding Responsibility for the 2025 Annual Report and Sustainability Report

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan dan Laporan Keberlanjutan PT Hexindo Adiperkasa Tbk tahun buku 2025 telah dimuat secara lengkap dan kami bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keberlanjutan Perusahaan.

We, the undersigned, hereby declare that all information contained in the Annual Report and Sustainability Report of PT Hexindo Adiperkasa Tbk for the fiscal year 2025 has been presented in full, and we bear full responsibility for the accuracy of the contents of the Company's Annual Report and Sustainability Report.

Demikian pernyataan ini dibuat dengan sebenarnya.

This statement is made truthfully.

Jakarta, Juli 2026
Jakarta, July 2026

DEWAN KOMISARIS
Board of Commissioners

Toto Wahyudiyanto
Presiden Komisaris (Komisaris Independen)
President Commissioner (Independent Commissioner)

Harry Danui
Komisaris Independen
Independent Commissioner

DIREKSI
Board of Directors

Dwi Swasono
Presiden Direktur
President Director

Koji Sato
Direktur
Director

Nobuyasu Hagiwara
Direktur
Director

Teru Karahashi
Direktur
Director

Yoshendri
Direktur
Director

Junji Fukugawa
Direktur Non-Residen
Non-Resident Director

Ryoji Tanaka
Direktur Non-Residen
Non-Resident Director

Hiroki Majima
Direktur Non-Residen
Non-Resident Director

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Indeks SEOJK No. 16/SEOJK.04/2021

SEOJK No. 16/SEOJK.04/2021 Index

Keterangan	Halaman Page	Description
I. Ketentuan Umum		**I. General Disclosure**
1. Dalam Surat Edaran Otoritas Jasa Keuangan ini yang dimaksud dengan:	√	1. In this Financial Services Authority Circular Letter what is meant by:
a. Laporan Tahunan adalah laporan pertanggungjawaban direksi dan dewan komisaris dalam melakukan pengurusan dan pengawasan terhadap emiten atau perusahaan publik dalam kurun waktu 1 (satu) tahun buku kepada rapat umum pemegang saham yang disusun berdasarkan ketentuan dalam Peraturan Otoritas Jasa Keuangan mengenai Laporan Tahunan Emiten atau Perusahaan Publik.	√	a. Annual Report is a report on the accountability of the Board of Directors and the Board of Commissioners in managing and supervising issuers or public companies within a period of 1 (one) financial year to the General Meeting of Shareholders based on the provisions of the Financial Services Authority Regulation regarding the Annual Report of Issuers or Public Companies.
b. Emiten adalah pihak yang melakukan penawaran umum.	√	b. Issuers are parties who make public offerings.
c. Perusahaan Publik adalah perseroan yang sahamnya telah dimiliki paling sedikit oleh 300 (tiga ratus) pemegang saham dan memiliki modal disetor paling sedikit Rp3.000.000.000,00 (tiga miliar rupiah) atau suatu jumlah pemegang saham dan modal disetor yang ditetapkan oleh Otoritas Jasa Keuangan.	√	c. A public Company is a company whose shares are owned by at least 300 (three hundred) shareholders and has a paid-up capital of at least Rp3,000,000,000.00 (three billion rupiah) or a number of shareholders and paid-up capital as determined by the Financial Services Authority.
d. Perusahaan Terbuka adalah Emiten yang telah melakukan penawaran umum efek bersifat ekuitas atau Perusahaan Publik.	√	d. Public Company is an Issuer that has made a public offering of equity securities or a Public Company.
e. Laporan Keberlanjutan (*Sustainability Report*) adalah laporan yang diumumkan kepada masyarakat yang memuat kinerja ekonomi, keuangan, sosial, dan lingkungan hidup suatu lembaga jasa keuangan, Emiten, dan Perusahaan Publik dalam menjalankan bisnis berkelanjutan.	√	e. A Sustainability Report is a report published to the public that contains the economic, financial, social, and environmental performance of a financial service institution, Issuer, and Public Company in running a sustainable business.
f. Direksi:	√	f. Board of Directors:
1) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah Direksi sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan	√	1) For an Issuer or a Public Company in the form of a limited liability company, the Board of Directors as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and
2) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melaksanakan pengurusan badan hukum tersebut sebagaimana dimaksud dalam peraturan perundang-undangan mengenai badan hukum tersebut.	√	2) For an Issuer or Public Company in the form of a legal entity other than a limited liability company is an organ that runs the management of the legal entity as referred to in the laws and regulations concerning the legal entity.
g. Dewan Komisaris:	√	g. Board of Commissioners:
1) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah Dewan Komisaris sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan	√	1) For an Issuer or Public Company in the form of a limited liability company is the Board of Commissioners as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies; and
2) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melakukan pengawasan badan hukum tersebut sebagaimana dimaksud dalam peraturan perundang-undangan mengenai badan hukum tersebut.	√	2) For an Issuer or Public Company in the form of a legal entity other than a limited liability company is an organ that supervises the legal entity as referred to in the laws and regulations concerning the legal entity.

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h. Rapat Umum Pemegang Saham yang selanjutnya disingkat RUPS:	√	h. General Meeting of Shareholders hereinafter abbreviated as GMS:
1) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah RUPS sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka;	√	1) For an Issuer or Public Company in the form of a limited liability company is the GMS as referred to in the Financial Services Authority Regulation concerning the Plan and Organizing of the General Meeting of Shareholders of a Public Company;
2) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang mempunyai wewenang yang diberikan kepada organ yang melaksanakan fungsi pengurusan dan fungsi pengawasan, dalam batas yang ditentukan dalam peraturan perundang-undangan dan/atau anggaran dasar yang mengatur badan hukum tersebut.	√	2) For an Issuer or Public Company in the form of a legal entity other than a limited liability company is an organ that has authority that could not be given to an organ that carries out management and supervisory functions, within the limits specified in the laws and/or articles of association governing the legal entity.
2. Laporan Tahunan Emiten atau Perusahaan Publik merupakan sumber informasi penting bagi investor atau pemegang saham sebagai salah satu dasar pertimbangan dalam pengambilan keputusan investasi dan sarana pengawasan terhadap Emiten atau Perusahaan Publik.	√	2. The Annual Report of a listed company is one of the most important sources as the base for investors or shareholders in making an investment decision, and is a means of monitoring an issuer or public company.
3. Seiring dengan perkembangan pasar modal dan meningkatnya kebutuhan investor atau pemegang saham atas keterbukaan informasi, Direksi dan Dewan Komisaris dituntut untuk menyajikan informasi yang berkualitas, akurat, dan akuntabel melalui Laporan Tahunan Emiten atau Perusahaan Publik.	√	3. Along with the development of the Capital Market and the growing needs of investors or shareholders regarding information disclosure, the Board of Directors and the Board of Commissioners are required to improve the quality of information disclosure through an annual report.
4. Laporan Tahunan yang disusun secara teratur dan informatif dapat memberikan kemudahan bagi investor atau pemegang saham dan pemangku kepentingan dalam memperoleh informasi yang dibutuhkan.	√	4. Annual Report should be prepared in an orderly manner and should be informative to provide conveniences for the investors or shareholders in getting the information they need.
5. Surat Edaran Otoritas Jasa Keuangan ini merupakan pedoman bagi Emiten atau Perusahaan Publik yang wajib diterapkan dalam menyusun Laporan Tahunan dan Laporan Keberlanjutan.	√	5. This Circular Letter of the Financial Services Authority serves as guidelines for Issuers or Public Companies that should be applied in preparing their Annual Report.
II. Bentuk Laporan Tahunan	√	**II. Format of Annual Report**
1. Laporan Tahunan disajikan dalam bentuk dokumen cetak dan salinan dokumen elektronik.	√	1. Annual Report should be presented in the printed format and in electronic document copy.
2. Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik.	√	2. The printed version of the Annual Report should be printed on light-colored paper of fine quality, in A4 size, bound and can be reproduced in good quality.
3. Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami.	√	3. Annual Report may present the information in form of images, charts, tables, and diagrams are presented by mentioning the title and/or clear description, that is easy to read and be understood.
4. Laporan Tahunan yang disajikan dalam bentuk salinan dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam portable document format (PDF).	√	4. The Annual Report presented in electronic document format is the Annual Report converted into portable document format.
III. Isi Laporan Tahunan	√	**III. Format of Annual Report**
1. Laporan Tahunan paling sedikit memuat:	√	1. Annual Report should contain at least the following information:
a. Ikhtisar data keuangan penting;	√	a. Summary of key financial information;
b. Informasi saham (jika ada);	√	b. Stock information (if any);
c. Laporan Direksi;	√	c. The Board of Directors report;
d. Laporan Dewan Komisaris;	√	d. The Board of Commissioners report;
e. Profil Emiten atau Perusahaan Publik;	√	e. Profile of Issuer or Public Company;
f. Analisis dan pembahasan manajemen;	√	f. Management Discussion and Analysis;

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g. Tata kelola Emiten atau Perusahaan Publik;	√	g. Corporate governance applied by the Issuer or Public Company;
h. Tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik;	√	h. Corporate social and environmental responsibility of the Issuer or Public Company;
i. Laporan keuangan tahunan yang telah diaudit; dan	√	i. Audited annual report; and
j. Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan.	√	j. Statement that the Board of Directors and the Board of Commissioners are fully responsible for the Annual Report.
2. Uraian Isi Laporan Tahunan	√	2. Description of Content of Annual Report
a. Ikhtisar Data Keuangan Penting Ikhtisar Data Keuangan Penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat:	10-11	**a. Summary of Key Financial Information** Summary of Key Financial Information contains financial information presented in comparison with the previous 3 (three) fiscal years or since the commencement of business if the Issuers or the Public Company commencing the business less than 3 (three) years, at least contain:
1) Pendapatan/penjualan;	√	1) Income/sales;
2) Laba bruto;	√	2) Gross profit;
3) Laba (rugi);	√	3) Profit (loss);
4) Jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	N/A	4) Total profit (loss) attributable to equity holders of the parent entity and non-controlling interest;
5) Total laba (rugi) komprehensif;	√	5) Total comprehensive profit (loss);
6) Jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	N/A	6) Total comprehensive profit (loss) attributable to equity holders of the parent entity and non-controlling interest;
7) Laba (rugi) per saham;	√	7) Earnings (loss) per share;
8) Jumlah aset;	√	8) Total assets;
9) Jumlah liabilitas;	√	9) Total liabilities;
10) Jumlah ekuitas;	√	10) Total equities;
11) Rasio laba (rugi) terhadap jumlah aset;	√	11) Profit (loss) to total assets ratio;
12) Rasio laba (rugi) terhadap ekuitas;	√	12) Profit (loss) to equities ratio;
13) Rasio laba (rugi) terhadap pendapatan/ penjualan;	√	13) Profit (loss) to income ratio;
14) Rasio lancar;	√	14) Current ratio;
15) Rasio liabilitas terhadap ekuitas;	√	15) Liabilities to equities ratio;
16) Rasio liabilitas terhadap jumlah aset;	√	16) Liabilities to total assets ratio;
17) Informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya.	√	17) Other information and financial ratios relevant to the Issuer or Public Company and type of industry.
b. Informasi Saham Informasi saham bagi Perusahaan Terbuka paling sedikit memuat:	12	**b. Stock Information** Stock Information for Public Company at least contains:
1) Saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir (jika ada), paling sedikit memuat:	√	1) Shares issued for each three-month period in the last 2 (two) fiscal years (if any), at least covering:
a) Jumlah saham yang beredar;	√	a) Number of outstanding shares;
b) Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan;	√	b) Market capitalization based on the price at the Stock Exchange where the shares are listed on;
c) Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	√	c) Highest share price, lowest share price, and closing share price at the Stock Exchange where the shares are listed on;

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d) Volume perdagangan pada Bursa Efek tempat saham dicatatkan.	√	d) Share volume at the Stock Exchange where the shares are listed on;
Informasi dalam huruf b), huruf c), dan huruf d) hanya diungkapkan jika sahamnya tercatat di Bursa Efek.	√	Information in point b), point c), and point d) only be disclosed if the Issuer is a public company whose shares is listed in the Stock Exchange.
2) Dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai:	13	2) In the event of corporate actions, including stock split, reverse stock, dividend, bonus share, and change in par value of shares, the share price referred to in point 1), should be added with explanation on:
a) Tanggal pelaksanaan aksi korporasi;	N/A	a) Date of corporate action;
b) Rasio pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, jumlah efek konversi yang diterbitkan, dan perubahan nilai nominal saham;	N/A	b) Stock split ratio, reverse stock, dividend, bonus shares, number of conversion shares proceeds (if any), and change in par value of shares;
c) Jumlah saham beredar sebelum dan sesudah aksi korporasi;	N/A	c) Number of outstanding shares prior to and after corporate action;
d) Jumlah efek konversi yang dilaksanakan (jika ada); dan	N/A	d) Number of conversion shares proceeds (if any); and
e) Harga saham sebelum dan sesudah aksi korporasi.	N/A	e) Share price prior to and after corporate action.
3) Dalam hal terjadi penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) tersebut; dan	N/A	3) In the event that the company's shares were suspended and/or delisted from trading during the year under review, then the Issuers or Public Company should provide explanation on the reason for the suspension and/or delisting; and
4) Dalam hal penghentian sementara perdagangan saham (*suspension*) sebagaimana dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham (*delisting*) masih berlangsung hingga periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham (*suspension*) dan/atau pembatalan pencatatan saham (*delisting*) tersebut.	N/A	4) In the event that the suspension and/or delisting as referred to in point 3) was still in effect until the date of the Annual Report, the Issuer or the Public Company should also explain the corporate actions taken by the company in resolving the suspension and/or delisting.
c. Laporan Direksi Laporan Direksi paling sedikit memuat uraian singkat mengenai:	31-39	**c. The Board of Directors Report** The Board of Directors Report should at least contain the following items:
1) Kinerja Emiten atau Perusahaan Publik, paling sedikit memuat:	√	1) The performance of the Issuer or Public Company, at least covering:
a) Strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	√	a) Strategy and strategic policies of the Issuer or Public Company;
b) Peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	√	b) The Board of Directors roles in formulating strategies and strategic policies of Issuers or Public Companies;
c) Proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik;	√	c) The process carried out by the Board of Directors to ensure the implementation of the Issuer or Public Company strategy;
d) Perbandingan antara hasil yang dicapai dengan yang ditargetkan Emiten atau Perusahaan Publik; dan	√	d) Comparison between achievement of results and targets;
e) Kendala yang dihadapi Emiten atau Perusahaan Publik.	√	e) Challenges faced by the Issuer or Public Company.
2) Gambaran tentang prospek usaha Emiten atau Perusahaan Publik; dan	√	2) Description on business prospects of the Issuer or Public Company; and

Keterangan	Halaman Page	Description
3) Penerapan tata kelola Emiten atau Perusahaan Publik.	√	3) Implementation of good corporate governance by Issuer or Public Company.
d. Laporan Dewan Komisaris Laporan Dewan Komisaris paling sedikit memuat uraian singkat mengenai:	25-29	**d. The Board of Commissioners Report** The Board of Commissioners Report should at least contain the following items:
1) Penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Emiten atau Perusahaan Publik yang dilakukan oleh Direksi;	√	1) Assessment of the performance of the Board of Directors in managing the Issuer or Public Company, including the supervision of the Board of Commissioners in the formulation and implementation of the strategy of the Issuer or Public Company carried out by the Board of Directors;
2) Pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi; dan	√	2) View on the business prospects of the Issuer or Public Company as established by the Board of Directors; and
3) Pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik.	√	3) View on the implementation of the corporate governance by the Issuer or Public Company.
e. Profil Emiten atau Perusahaan Publik Profil Emiten atau Perusahaan Publik paling sedikit memuat informasi:	41-85	**e. Profile of the Issuer or Public Company** Profile of the Issuer or Public Company should cover at least:
1) Nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku;	42	1) Name of Issuer or Public Company, including change of name, the reason for the change, and the effective date of the change of name during the year under review;
2) Akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi:	42	2) Access to Issuer or Public Company, including branch office or representative office, where the public can have access of information of the Issuer or Public Company, which include:
a) Alamat;	√	a) Address;
b) Nomor telepon;	√	b) Telephone number;
c) Alamat surat elektronik; dan	√	c) E-mail address; and
d) Alamat Situs Web;	√	d) Website address;
3) Riwayat singkat Emiten atau Perusahaan Publik;	43	3) Brief history of the Issuer or Public Company;
4) Visi dan misi Emiten atau Perusahaan Publik serta budaya perusahaan (*corporate culture*) atau nilai-nilai perusahaan;	46-48	4) Vision and mission of the Issuer or Public Company as well as corporate culture or values;
5) Kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan;	49-51	5) Line of business according to the latest Articles of Association, and types of products and/or services produced;
6) Wilayah operasional Emiten atau Perusahaan Publik; wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan.	53-57	6) The operational area of the Issuer or Public Company; operational area is the area or district for implementing operational activities or the range of the company's operational activities.
7) Struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan;	58-59	7) Structure of organization of the Issuer or Public Company in chart form, at least 1 (one) level below the Board of Directors, with the names and titles;
8) Daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan;	52	8) A list of industry association memberships both on a national and international scale related to the implementation of sustainable finance;
9) Profil Direksi, paling sedikit memuat:	60-71	9) The Board of Directors profiles include:
a) Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;	√	a) Name and short description of duties and functions;
b) Foto terbaru;	√	b) Latest photograph;
c) Usia;	√	c) Age;

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d) Kewarganegaraan;	√	d) Citizenship;
e) Riwayat pendidikan dan/atau sertifikasi;	√	e) Education;
f) Riwayat jabatan, meliputi informasi:	√	f) History position, covering information on:
1) Dasar hukum penunjukan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan;	√	1) Legal basis for appointment as member of the Board of Directors to the said Issuer or Public Company;
2) Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan	√	2) Concurrent position, as member of the Board of Directors, member of the Board of Commissioners, and/or member of committee, and other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Directors does not have concurrent positions, then this is disclosed; and
3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	3) Working experience and period in and outside the Issuer or Public Company;
g) Hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota Direksi tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; dan	√	g) Disclosure of affiliation with other members of the Board of Directors, members of the Board of Commissioners, and major or controlling shareholders, either directly or indirectly, to individual owners, including the names of affiliated parties. In the event that a member of the Board of Directors has no affiliation, the Issuer or Public Company shall disclose this matter; and
h) Perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut;	150-151	h) Changes in the composition of the Board of Directors and the reasons for the changes. In the event that there is no change in the composition of the Board of Directors, this matter shall be disclosed;
10) Profil Dewan Komisaris, paling sedikit memuat:	74-75	10) The Board of Commissioners profiles, at least include:
a) Nama dan jabatan;	√	a) Name;
b) Foto terbaru;	√	b) Latest photograph;
c) Usia;	√	c) Age;
d) Kewarganegaraan;	√	d) Citizenship;
e) Riwayat pendidikan dan/atau sertifikasi;	√	e) Education;
f) Riwayat jabatan, meliputi informasi:	√	f) History position, covering information on:
1) Dasar hukum pengangkatan sebagai anggota Dewan Komisaris;	√	1) Legal basis for appointment as member of the Board of Commissioners;
2) Dasar hukum pengangkatan pertama kali sebagai anggota Dewan Komisaris yang merupakan komisaris independen pada Emiten atau Perusahaan Publik yang bersangkutan;	√	2) Legal bases for the first appointments as member of the Board of Commissioners who also Independent Commissioner at the said Issuer or Public Company;
3) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Dewan Komisaris tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan	√	3) Concurrent position, as member of the Board of Commissioners, member of the Board of Directors, and/or member of committee, and other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Directors does not have concurrent positions, then this is disclosed; and

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4) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	4) Working experience and period in and outside the Issuer or Public Company;
g) Hubungan afiliasi dengan anggota Dewan Komisaris lainnya, anggota Direksi, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota Dewan Komisaris tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut;	√	g) Disclosure of affiliation with other members of the Board of Commissioners, members of the Board of Directors, and major or controlling shareholders, either directly or indirectly, to individual owners, including the names of affiliated parties. In the event that a member of the Board of Commissioners has no affiliation, the Issuer or Public Company shall disclose this matter;
h) Pernyataan independensi komisaris independen dalam hal komisaris independen telah menjabat lebih dari 2 (dua) periode; dan	160	h) Statement of independence of Independent Commissioner in the event that the Independent Commissioner has been appointed more than 2 (two) periods; and
i) Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut;	159	i) Changes in the composition of the Board of Commissioners and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Commissioners, this matter shall be disclosed;
11) Dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya;	159	11) In the event there were changes in the composition of the Board of Commissioners and/or the Board of Directors occurred between the period after year-end until the date the Annual Report submitted, then the last and the previous composition of the Board of Commissioners and/or the Board of Directors shall be stated in the Annual Report;
12) Jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku; Pengungkapan informasi dapat disajikan dalam bentuk tabel.	274-275	12) Number of employees by gender, position, age, education level, and employment status (permanent/contracted) in the financial year; Disclosure of information can be presented in table form.
13) Nama pemegang saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari informasi mengenai:	76-78	13) Names of shareholders and ownership percentage at the end of the fiscal year, including:
a) Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik;	√	a) Shareholders having 5% (five percent) or more shares of Issuer or Public Company;
b) Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik. Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut; dan	√	b) Members of the Board of Directors and the Board of Commissioners who own shares in Issuers or Public Companies. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, then this matter is disclosed; and
c) Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik; Informasi di atas dapat disajikan dalam bentuk tabel.	√	c) Groups of public shareholders, or groups of shareholders, each with less than 5% (five percent) ownership shares of the Issuers or Public Company;

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14) Persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris; Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik, maka diungkapkan mengenai hal tersebut.	78	14) The percentage of indirect ownership of the shares of the Issuer or Public Company by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the financial year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership of members of the Board of Directors and members of the Board of Commissioners; In the event that all the members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, this matter shall be disclosed.
15) Jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi:	78-79	15) Number of shareholders and ownership percentage at the end of the fiscal year, based on:
a) Kepemilikan institusi lokal;	√	a) Ownership of local institutions;
b) Kepemilikan institusi asing;	√	b) Ownership of foreign institutions;
c) Kepemilikan individu lokal; dan	√	c) Ownership of local individual; and
d) Kepemilikan individu asing;	√	d) Ownership of foreign individual.
16) Informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;	80	16) Information on major shareholders and controlling shareholders of Issuers or Public Company, directly or indirectly, and also individual shareholder, presented in the form of scheme or diagram;
17) Nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama; Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut.	80-82	17) Name of subsidiaries, associated companies, joint venture controlled by Issuers or Public Company, with entity, percentage of stock ownership, line of business, total assets and operating status of the Issuers of Public Company (if any); For subsidiaries, include the addresses of the said subsidiaries;
18) Kronologis pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama bursa efek dimana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, penambahan dan pengurangan modal (jika ada);	76	18) Chronology of share listing, number of shares, par value, and bid price from the beginning of listing up to the end of the financial year, and name of Stock Exchange where the Issuers or Public Company shares are listed;
19) Informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada angka 18), yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/imbal hasil, tanggal jatuh tempo, nilai penawaran, dan peringkat efek (jika ada);	76	19) Chronology of securities listing in addition to the said security in point 18), which at least should contain the name of the Securities, year of issuance, date of maturity, bid price, and rating of the securities (if any);
20) Informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/ asosiasi/aliansinya meliputi:	83	20) Information on public accounting services (AP) and public accounting firms (KAP) and their networks/associations/allies includes:
a) Nama dan alamat;	√	a) Name and address;
b) Periode penugasan;	√	b) Assignment period;
c) Informasi jasa audit dan/atau non audit yang diberikan;	√	c) Information on audit and/or non-audit services provided;
d) Biaya jasa (*fee*) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan	√	d) Audit and/or non-audit fee for each assignment given during the financial year; and

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e) Dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut; dan Pengungkapan informasi penggunaan jasa AP dan KAP beserta jaringan/asosiasi/aliansinya dapat disajikan dalam bentuk tabel.	√	e) In the event that AP and KAP and their network/association/alliance, which are appointed do not provide non-audit services, then the information is disclosed and Disclosure of information on AP and KAP services and their networks/ associations/alliances can be presented in table form.
21) Nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP.	83	21) Name and address of capital market supporting institutions and/or professions other than AP and KAP.
f. Analisis dan Pembahasan Manajemen Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat:	88-129	**f. Management Discussion and Analysis** Management Discussion and Analysis should contain discussion and analysis on financial statements and other material information emphasizing material changes that occurred during the year under review, at least including:
1) Tinjauan operasi per segmen operasi sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai:	92-99	1) Operational review per business segment, according to the type of industry of the Issuer or Public Company including:
a) Produksi, yang meliputi proses, kapasitas, dan perkembangannya;	√	a) Production, which includes process, capacity and its development;
b) Pendapatan/penjualan; dan	√	b) Income/sales; and
c) Profitabilitas;	√	c) Profitability;
2) Kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab, adanya perubahan dan dampak perubahan tersebut paling sedikit mengenai:	100-112	2) Comprehensive financial performance analysis which includes a comparison between the financial performance of the last 2 (two) fiscal years, and explanation on the causes and effects of such changes, among others concerning:
a) Aset lancar, aset tidak lancar, dan total aset;	√	a) Current assets, non-current assets, and total assets;
b) Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas;	√	b) Short-term liabilities, long-term liabilities, total liabilities;
c) Ekuitas;	√	c) Equities;
d) Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif;	√	d) Sales, operating revenues, expenses and profit (loss), other comprehensive revenues, and total comprehensive profit (loss);
e) Arus kas;	√	e) Cash flows;
3) Kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan;	114-115	3) The capacity to pay debts by including the computation of relevant ratios;
4) Tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan;	116	4) Accounts receivable collectability of the Issuer or Public Company, including the computation of the relevant ratios;
5) Struktur modal (*capital structure*) dan kebijakan manajemen atas struktur modal (*capital structure*) tersebut disertai dasar penentuan kebijakan dimaksud;	117-118	5) Capital structure and management policies concerning capital structure, including the basis for determining the said policy;
6) Bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit meliputi:	116	6) Discussion on material ties for the investment of capital goods, including the explanation on at least:
a) Tujuan dari ikatan tersebut;	N/A	a) The purpose of such ties;
b) Sumber dana yang diharapkan untuk memenuhi ikatan tersebut;	N/A	b) Source of funds expected to fulfill the said ties;
c) Mata uang yang menjadi denominasi; dan	N/A	c) Currency of denomination; and
d) Langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait;	N/A	d) Steps taken by the Issuer or Public Company to protect the position of a related foreign currency against risks;

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7) Bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit meliputi:	118-119	7) Discussion on investment of capital goods which was realized in the last fiscal year, at least include:
a) Jenis investasi barang modal;	√	a) Type of investment of capital goods;
b) Tujuan investasi barang modal; dan	√	b) Objective of the investment of capital goods; and
c) Nilai investasi barang modal yang dikeluarkan;	√	c) Value of the investment of capital goods;
8) Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);	119-120	8) Material information and facts that occurring after the date of the accountant's report (if any);
9) Prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya;	128-129	9) Information on the prospects of the Issuer or the Company in connection with industry, economy in general, accompanied with supporting quantitative data if there is a reliable data source;
10) Perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai:	120-121	10) Comparison between target/projection at beginning of year and result (realization), concerning:
a) Pendapatan/penjualan;	√	a) Income/sales;
b) Laba (rugi);	√	b) Profit (loss);
c) Struktur modal (*capital structure*); atau	√	c) Capital structure; or
d) Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	√	d) Others that deemed necessary for the Issuer or Public Company;
11) Target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai:	121	11) Target/projection at most for the next one year of the Issuer or Public Company, concerning:
a) Pendapatan/penjualan;	√	a) Income/sales;
b) Laba (rugi);	√	b) Profit (loss);
c) Struktur modal (*capital structure*); atau	√	c) Capital structure; or
d) Kebijakan dividen; atau	√	d) Dividend policy; or
e) Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik.	√	e) Others that deemed necessary for the Issuer or Public Company.
12) Aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;	122-123	12) Marketing aspects of the company's products and/or services the Issuer or Public Company, among others marketing strategy and market share;
13) Uraian mengenai dividen selama 2 (dua) tahun buku terakhir, paling sedikit:	123-124	13) Description regarding the dividend policy during the last 2 (two) fiscal years, at least:
a) Kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih;	√	a) Dividend policy, which includes information on the percentage of dividends distributed to net income;
b) Tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas;	√	b) The date of the payment of cash dividend and/or date of distribution of non-cash dividend;
c) Jumlah dividen per saham (kas dan/atau non kas); dan	√	c) Amount of cash per share (cash and/or non-cash); and
d) Jumlah dividen per tahun yang dibayar; Pengungkapan informasi dapat disajikan dalam bentuk tabel. Dalam hal Emiten atau Perusahaan Publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut.	√	d) The amount of dividends paid per year; Disclosure of information can be presented in table form. In the event that the Issuer or Public Company does not distribute dividends in the last 2 (two) years, this matter shall be disclosed.
14) Realisasi penggunaan dana hasil Penawaran Umum, dengan ketentuan:	√	14) Use of proceeds from Public Offerings, under the condition of:

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a) Dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil Penawaran Umum secara kumulatif sampai dengan akhir tahun buku; dan	N/A	a) During the year under review, on which the Issuer has the obligation to report the realization of the use of proceeds, then the realization of the cumulative use of proceeds until the year end should be disclosed; and
b) Dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, maka Emiten menjelaskan perubahan tersebut;	124	b) In the event that there were changes in the use of proceeds as stipulated in the Regulation of the Financial Services Authority on the Report of the Utilization of Proceeds from Public Offering, then Issuer should explain the said changes;
15) Informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi material, transaksi afiliasi, dan transaksi benturan kepentingan, yang terjadi pada tahun buku, paling sedikit memuat:	N/A	15) Material information (if any), among others concerning investment, expansion, divestment, acquisition, debt/capital restructuring, transactions with related parties and transactions with conflict of interest that occurred during the year under review, among others include:
a) Tanggal, nilai, dan objek transaksi;	N/A	a) Transaction date, value, and object;
b) Nama pihak yang melakukan transaksi;	124-126	b) Name of transacting parties;
c) Sifat hubungan Afiliasi (jika ada);	N/A	c) Nature of affiliate relationship (if any);
d) Penjelasan mengenai kewajaran transaksi;	N/A	d) Description of the fairness of the transaction;
e) Pemenuhan ketentuan terkait; dan		e) Compliance with related rules and regulations; and
f) Dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), Emiten atau Perusahaan Publik juga mengungkapkan informasi:	N/A	f) In the event there is an affiliation relationship, in addition to disclosing the information as referred to in letter a) to letter e), the Issuer or Public Company also discloses information:
1) Pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arm's length principle*); dan	N/A	1) A statement from the Board of Directors that the affiliate transaction has conducted through adequate procedures to ensure that the affiliate transaction is in line with generally accepted business practices, among others, by complying with the arm's length principle; and
2) Peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar (*arm's length principle*);	N/A	2) The Board of Commissioners and the audit committee roles in carrying out adequate procedures to ensure that affiliate transactions are carried out in accordance with generally accepted business practices, among others, by complying with the arm's length principle;

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g) Untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan. Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut.	√	g) For affiliate transactions or material transactions which are business activities carried out in order to generate business income and are carried out regularly, repeatedly, and/or continuously, an explanation is added that the affiliate transactions or material transactions are business activities carried out in order to generate business income and are carried out regularly, repeatedly, and/or continuously. In the event that the affiliated transactions or material transactions referred to have been disclosed in the annual financial statements, additional information regarding the disclosure reference in the annual financial statements is added.
h) Untuk pengungkapan transaksi afiliasi dan/atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/atau benturan kepentingan tersebut;	N/A	h) For disclosure of affiliate transactions and/or conflict of interest transactions resulting from the implementation of affiliate transactions and/or conflict of interest transactions that have been approved by independent shareholders, additional information regarding the date of the GMS which approved the affiliated transactions and/or conflict of interest transactions is added;
i) Dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut;	N/A	i) In the event that there is no affiliate transaction and/or conflict of interest transaction, then this matter shall be disclosed;
16) Perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan	127-128	16) Changes in regulation which have a significant effect on the Issuer or Public Company and impacts on the company (if any); and
17) Perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada).	128	17) Changes in the accounting policy, rationale and impact on the financial statement (if any).
g. Tata Kelola Emiten atau Perusahaan Publik Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:	132-217	**g. Corporate Governance of the Issuer or Public Company** Corporate Governance of the Issuer or Public Company contains at least:
1) RUPS, paling sedikit memuat:	140-145	1) GMS, at least contains:
a) Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi:	√	a) Information on the resolution from the AGM of the previous 1 (one) year, covering:
1) Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan	√	1) Resolutions of the GMS in the financial year and 1 (one) year before the financial year are realized in the financial year; and
2) Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan;	√	2) Resolutions of the GMS for the financial year and 1 (one) year prior to the financial year that have not been realized and the reasons for not realizing them;
b) Dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut;	√	b) In the event that the Issuer or Public Company uses an independent party in GMS to calculate the votes, then this matter shall be disclosed;
2) Direksi, paling sedikit memuat:	146-156	2) The Board of Directors, covering:

Keterangan	Halaman Page	Description
a) Tugas dan tanggung jawab masing-masing anggota Direksi; Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan dan dapat disajikan dalam bentuk tabel.	√	a) Duties and responsibilities of each member of the Board of Directors; Information regarding the duties and responsibilities of each member of the Board of Directors is described and can be presented in table.
b) Pernyataan bahwa Direksi memiliki pedoman atau piagam (*charter*) Direksi;	√	b) A statement that the Board of Directors has guidelines or charter for the Board of Directors;
c) Kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel.	√	c) Policies and frequency of Board of Directors meetings, joint meetings of the Board of Directors with the Board of Commissioners, and the attendance of members of the Board of Directors in the meeting including attendance at the GMS; Information on the attendance of members of the Board of Directors at the meeting of the Board of Directors, joint meeting of the Board of Directors with the Board of Commissioners, or the GMS can be presented in table.
d) Pelatihan dan/atau peningkatan kompetensi anggota Direksi:	√	d) Training and/or competency of members of the Board of Directors:
1) Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan	√	1) Policies related to training and/or the competency improvement of members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any); and
2) Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada);	√	2) Training and/or competency improvement attended by members of the Board of Directors in the financial year (if any);
e) Penilaian Direksi terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat:	√	e) The Board of Directors' assessment of the committees' performance that support the implementation of the Board of Directors' duties for the financial year shall at least contain:
1) Prosedur penilaian kinerja; dan	√	1) Performance appraisal procedures; and
2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	√	2) The criteria used such as performance achievements during the financial year, competence and attendance at meetings; and
3) Dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut.	√	3) In the event the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, then this shall be disclosed.
3) Dewan Komisaris, paling sedikit memuat:	157-164	3) The Board of Commissioners, at least contains:
a) Tugas dan tanggung jawab Dewan Komisaris;	157-159	a) Duties and responsibilities of the Board of Commissioners;
b) Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam (*charter*) Dewan Komisaris;	157	b) Statement that the Board of Commissioner has already have the board manual or charter;
c) Kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS; Informasi tingkat kehadiran anggota Dewan Komisaris dalam rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi, atau RUPS dapat disajikan dalam bentuk tabel.	√	c) Policies and the frequency of the Board of Commissioners meetings, joint meetings of the Board of Commissioners with the Board of Directors and the attendance of members of the Board of Commissioners at the meeting including attendance at the GMS; Information on the attendance of members of the Board of Commissioners at the meetings of the Board of Commissioners, the meeting of the Board of Commissioners with the Board of Directors, or the GMS can be presented in table.

Keterangan	Halaman Page	Description
d) Pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris:	√	d) Training and/or competency improvement of members of the Board of Commissioners:
1) Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan	√	1) Policies on training and/or the competency improvement of members of the Board of Commissioners including orientation programs for newly appointed members of the Board of Commissioners (if any); and
2) Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada);	√	2) Training and/or competency improvement attended by members of the Board of Commissioners in the financial year (if any);
e) Penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris, paling sedikit memuat:	√	e) Performance appraisal of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and the Board of Commissioners, at least contain:
1) Prosedur pelaksanaan penilaian kinerja;	√	1) Procedure for the implementation of performance assessment;
2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	√	2) The criteria used such as performance achievements during the financial year, competence and attendance at meetings; and
3) Pihak yang melakukan penilaian; dan	√	3) Assessor; and
f) Penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi:	√	f) The Board of Commissioners' assessment of the Committees' performance that support the implementation of the duties of the Board of Commissioners in the financial year includes:
1) Prosedur penilaian kinerja; dan	√	1) Performance appraisal procedures; and
2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat.	√	2) The criteria used such as performance achievements during the financial year, competence and attendance at meetings.
4) Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat:	164-168	4) The nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain:
a) Prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan	√	a) Nomination procedure, including a brief description of the policies and process for nomination of members of the Board of Directors and/or members of the Board of Commissioners; and
b) Prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain:	√	b) Procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, including:
1) Prosedur penetapan remunerasi Direksi dan Dewan Komisaris;	√	1) The procedure for determining the remuneration of the Board of Directors and the Board of Commissioners;
2) Struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/bonus dan lainnya; dan	√	2) The remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantiem/bonus and others; and
3) Besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris; Pengungkapan informasi dapat disajikan dalam bentuk tabel.	√	3) The amount of remuneration for each member of the Board of Directors and member of the Board of Commissioners; Disclosure of information can be presented in table.

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5) Dewan Pengawas Syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat:	N/A	5) Sharia Supervisory Board, for Issuer or Public Company that conduct business based on sharia law, as stipulated in the articles of association, at least containing:
a) Nama;	N/A	a) Name;
b) Dasar hukum pengangkatan Dewan Pengawas Syariah;	N/A	b) Legal basis of appointment of Sharia Supervisory Board;
c) Periode penugasan Dewan Pengawas Syariah;	N/A	c) Term of office of Sharia Supervisory Board;
d) Tugas dan tanggung jawab Dewan Pengawas Syariah; dan	N/A	d) Duty and responsibility of Sharia Supervisory Board; and
e) Frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan prinsip syariah di pasar modal terhadap Emiten atau Perusahaan Publik.	N/A	e) Frequency and procedure in providing advice and suggestions, as well as the compliance of Sharia Principles of the Issuer or Public Company in the Capital Market.
6) Komite Audit, mencakup antara lain:	189-203	6) Audit Committee, among others covering:
a) Nama dan jabatannya dalam keanggotaan komite;	√	a) Name and position in the committee;
b) Usia;	√	b) Age;
c) Kewarganegaraan;	√	c) Citizenship;
d) Riwayat pendidikan;	√	d) Education background;
e) Riwayat jabatan, meliputi informasi:	√	e) History of position, including:
1) Dasar hukum penunjukan sebagai anggota komite;	√	1) Legal basis for the appointment as member of the committee;
2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	2) Concurrent position, as a member of Board of Commissioners, member of Board of Directors, and/or member of the committee, and other position (if any); and
3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	3) Working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota Komite Audit;	√	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi Komite Audit;	√	g) Statement of independence of the Audit Committee;
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);	√	h) Training and competency development participated in during the book year (if any);
i) Kebijakan dan pelaksanaan frekuensi rapat komite audit dan tingkat kehadiran anggota komite audit dalam rapat tersebut; dan	√	i) Policies and implementation of the frequency of meeting of the Audit Committee and attendance of member of Audit Committee; and
j) Pelaksanaan kegiatan Komite Audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (*charter*) Komite Audit.	√	j) The activities of the Audit Committee in the year under review, in accordance with the Audit Committee Charter.
7) Komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat:	164-168	7) Committee or remuneration and nomination functions of Issuer or Public Company at least contains:
a) Nama dan jabatannya dalam keanggotaan komite;	N/A	a) Name and position in the committee;
b) Usia;	N/A	b) Age;
c) Kewarganegaraan;	N/A	c) Citizenship;
d) Riwayat pendidikan;	N/A	d) Education background;
e) Riwayat jabatan, meliputi informasi:	N/A	e) History of position; including:

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1) Dasar hukum penunjukan sebagai anggota komite;	N/A	1) Legal basis for the appointment as member of the committee;
2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	N/A	2) Concurrent position, as a member of Board of Commissioners, member of Board of Directors, and/or member of the committee, and other position (if any); and
3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	N/A	3) Working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota Komite Audit;	N/A	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi komite;	N/A	g) Independence statement of Audit Committee;
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);	N/A	h) Training and/or competency development participated in during the book year (if any);
i) Uraian tugas dan tanggung jawab;	√	i) Description of Duties and Responsibilities;
j) Pernyataan bahwa telah memiliki pedoman atau piagam (charter);	√	j) A statement that already has charter or guidelines;
k) Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;	√	k) Policies and frequency of meeting and attendance level at the meeting;
l) Uraian singkat pelaksanaan kegiatan pada tahun buku; dan	√	l) Description of duties implementation during the book year; and
m) Dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf i) sampai dengan huruf l) dan mengungkapkan:	√	m) In the event that nomination and remuneration committee is not formed, the Issuer or Public Company is sufficient to disclose the information as referred to in letter i) to letter l) and disclose:
1) Alasan tidak dibentuknya komite; dan	√	1) The reason why does not form the committee; and
2) Pihak yang melaksanakan fungsi nominasi dan remunerasi.	√	2) The party who carries out the nomination and remuneration function;
8) Komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat:	168-189	8) Other committees owned by the Issuer or Public Company in order to support the duties of the Board of Directors (if any) and/or committees that support the functions and duties of the Board of Commissioners, at least contains;
a) Nama dan jabatannya dalam keanggotaan komite;	√	a) Name and position in the committee;
b) Usia;	√	b) Age;
c) Kewarganegaraan;	√	c) Citizenship;
d) Riwayat pendidikan;	√	d) Education background;
e) Riwayat jabatan, meliputi informasi:	√	e) History of position; including:
1) Dasar hukum penunjukan sebagai anggota komite;	√	1) Legal basis of appointment as member of Committee;
2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	2) Concurrent position, as a member of Board of Commissioners, member of Board of Directors, and/or member of the committee, and other position (if any); and
3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	3) Work experience and period of time both inside and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota komite;	√	f) Period and tenure of Committee member;

Keterangan	Halaman Page	Description
g) Pernyataan independensi komite;	√	g) Statement of independence of Committee;
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); dan	√	h) Training and/or Competency Development participated in during the book year (if any); and
i) Uraian tugas dan tanggung jawab;	√	i) Description of Duties and Responsibilities;
j) Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) komite;	√	j) Statement that already have work guideline and board charter;
k) Kebijakan dan pelaksanaan frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut; dan	√	k) Policies and frequency of meetings, and attendance level at the meetings; and
l) Uraian singkat pelaksanaan kegiatan komite pada tahun buku;	√	l) Description of Duties Implementation during the book year.
9) Sekretaris perusahaan, paling sedikit memuat:	178-183	9) Corporate Secretary, including:
a) Nama;	√	a) Name;
b) Domisili;	√	b) Domicile;
c) Riwayat jabatan, meliputi:	√	c) History of position, including:
1) Dasar hukum penunjukan sebagai sekretaris perusahaan; dan	√	1) Legal basis for the appointment as Corporate Secretary; and
2) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	2) Working experience and period in and outside the Issuer or Public Company;
d) Riwayat pendidikan;	√	d) Education background;
e) Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; dan	√	e) Training and competency development participated in during the book year; and
f) Uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku;	√	f) Brief description on the implementation of duties of the Corporate Secretary in the year under review;
10) Unit audit internal, paling sedikit memuat:	183-189	10) Internal Audit Unit, among others including:
a) Nama kepala unit audit internal;	√	a) Name of Head of Internal Audit Unit;
b) Riwayat jabatan, meliputi:	√	b) History of position, including:
1) Dasar hukum penunjukan sebagai kepala unit audit internal; dan	√	1) Legal basis for the appointment as Head of Internal Audit Unit; and
2) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	2) Working experience and period in and outside the Issuer or Public Company;
c) Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada);	√	c) Qualification or certification as internal auditor (if any);
d) Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku;	√	d) Training and/or Competency Development participated in during the book year;
e) Struktur dan kedudukan unit audit internal;	√	e) Structure and position of Internal Audit Unit;
f) Uraian tugas dan tanggung jawab;	√	f) Description of duties and responsibilities;
g) Pernyataan bahwa telah memiliki pedoman atau piagam (*charter*) unit audit internal; dan	√	g) A statement that the Internal Audit Unit has already had Internal Audit Unit charter; and
h) Uraian singkat pelaksanaan tugas unit audit internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris, dan/atau komite audit;	√	h) Brief description of the duties implementation of the internal audit unit in the financial year including the policy and implementation of the frequency of meetings with the Board of Directors, Board of Commissioners, and/or audit committee;

Keterangan	Halaman Page	Description
11) Uraian mengenai sistem pengendalian internal (*internal control*) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	212-214	11) Description on internal control system adopted by the Issuer or Public Company, at least covering:
a) Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya; dan	√	a) Financial and operational control, and compliance to the other prevailing rules; and
b) Tinjauan atas efektivitas sistem pengendalian internal; dan	√	b) Review on the effectiveness of internal control systems; and
c) Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal;	√	c) Statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;
12) Sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	215-217	12) Risk management system implemented by the company, at least includes:
a) Gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik;	√	a) General description about the company's risk management system the Issuer or Public Company;
b) Jenis risiko dan cara pengelolaannya;	√	b) Types of risk and the management;
c) Tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; dan	√	c) Review the effectiveness of the risk management system applied by the Issuer or Public Company; and
d) Pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko;	√	d) Statement of the Board of Directors and/or the Board of Commissioners or the audit committee on the adequacy of the risk management system;
13) Perkara hukum yang berdampak material yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), paling sedikit memuat:	217	13) Legal cases that have a material impact faced by Issuers or Public Companies, subsidiaries, members of the Board of Directors and members of the Board of Commissioners (if any), at least contain:
a) Pokok perkara/gugatan;	N/A	a) Substance of the case/claim;
b) Status penyelesaian perkara/gugatan; dan	N/A	b) Status of settlement of case/claim; and
c) Pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	N/A	c) Potential impacts on the condition of the Issuer or Public Company;
14) Informasi tentang sanksi administratif/ sanksi yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan anggota Direksi, oleh Otoritas Jasa Keuangan dan otoritas lainnya pada tahun buku (jika ada);	217	14) Information about administrative sanctions imposed to Issuer or Public Company, members of the Board of Commissioners and the Board of Directors, by the Capital Market Authority and other authorities during the last fiscal year (if any);
15) Informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi:	204-206	15) Information about codes of conduct of the Issuer or Public Company, includes:
a) Pokok-pokok kode etik;	√	a) Key points of the code of conduct;
b) Bentuk sosialisasi kode etik dan upaya penegakannya; dan	√	b) Socialization of the code of conduct and enforcement; and
c) Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik;	√	c) Statement that the code of conduct is applicable for the Board of Commissioners, the Board of Directors, and employees of the Issuer or Public Company;

Keterangan	Halaman Page	Description
16) Uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan yang dimiliki oleh Emiten atau Perusahaan Publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen (*management stock ownership program*/MSOP) dan/atau program kepemilikan saham oleh karyawan (*employee stock ownership program*/ESOP). Dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen (*management stock ownership program*/MSOP) dan/atau program kepemilikan saham oleh karyawan (*employee stock ownership program*/ESOP), informasi yang diungkapkan paling sedikit memuat:	79	16) A brief description of the policy for providing long-term performance-based compensation to management and/or employees owned by the Issuer or Public Company (if any), including the management stock ownership program (MSOP) and/or employee stock ownership program (ESOP). In terms of providing compensation in the form of a management stock ownership program (MSOP) and/or employee stock ownership program (ESOP), the information disclosed must at least contain:
a) Jumlah saham dan/atau opsi;	N/A	a) Number of share and/or option;
b) Jangka waktu pelaksanaan;	N/A	b) Period;
c) Persyaratan karyawan dan/atau manajemen yang berhak; dan	N/A	c) The requirement for eligible employee and/or management; and
d) Harga pelaksanaan atau penentuan harga pelaksanaan;	N/A	d) Exercised price;
17) Uraian singkat mengenai kebijakan pengungkapan informasi mengenai:	79	17) Description of employee or management stock ownership program of the Issuer or Public Company, among others contains:
a) Kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka; dan	√	a) Share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the occurrence of ownership or any change in ownership of shares of a Public Company; and
b) Pelaksanaan atas kebijakan dimaksud;	√	b) Implementation of that policy;
18) Uraian mengenai sistem pelaporan pelanggaran (*whistleblowing system*) di Emiten atau Perusahaan Publik, paling sedikit memuat:	208-211	18) A description of whistleblowing system at the Issuer or Public Company, among others include:
a) Cara penyampaian laporan pelanggaran;	√	a) Mechanism for violation reporting;
b) Perlindungan bagi pelapor;	√	b) Protection for the whistle-blower;
c) Penanganan pengaduan;	√	c) Handling of violation reports;
d) Pihak yang mengelola pengaduan; dan	√	g) Unit responsible for handling of violation report;
e) Hasil dari penanganan pengaduan, paling sedikit:	√	e) Results from violation report handling, at least includes:
1) Jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan	√	1) Number of complaints received and processed during the fiscal year; and
2) Tindak lanjut pengaduan; Dalam hal Emiten atau Perusahaan Publik tidak memiliki sistem pelaporan pelanggaran (*whistleblowing system*), maka diungkapkan mengenai hal tersebut.	√	2) Follow up of complaints; In the event that the Issuer or Public Company does not have a whistleblowing system, it is disclosed regarding this matter.
19) Uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat:	206-207	19) A description of the anti-corruption policy of the Issuer or Public Company, at least contains:
a) Program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (kickbacks), fraud, suap dan/atau gratifikasi dalam Emiten atau Perusahaan Publik; dan	√	a) Programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratuities in Issuers or Public Companies; and

Keterangan	Halaman Page	Description
b) Pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik. Dalam hal Emiten atau Perusahaan Publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud.	√	b) Anti-corruption training/socialization to employees of Issuers or Public Companies; In the event that the Issuer or Public Company does not have an anti-corruption policy, the reason for not having the said policy are explained.
20) Penerapan atas Pedoman Tata Kelola Perusahaan Terbuka bagi Emiten yang menerbitkan Efek Bersifat Ekuitas atau Perusahaan Publik, meliputi:	N/A	20) Implementation of the Guidelines of Corporate Governance for Public Companies for Issuer issuing Equity-based Securities or Public Company, including:
a) Pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau	135-139	a) Statement regarding the recommendation that has been implemented; and/or
b) Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada);	√	b) Description of recommendation that has not been implemented, along with the reason and alternatives of implementation (if any);
Pengungkapan informasi dapat disajikan dalam bentuk tabel.	√	Disclosure of information can be presented in table.
h. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik	220-332	**h. Social and Environmental Responsibility of the Issuer or Public Company**
1) Informasi yang diungkapkan dalam bagian tanggung jawab sosial dan lingkungan merupakan Laporan Keberlanjutan (*Sustainability Report*) sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten dan Perusahaan Publik paling sedikit memuat:	√	1) Information disclosed in the social and environmental responsibility is a Sustainability Report as referred to in the Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, containing at least:
a) Penjelasan strategi keberlanjutan;	√	a) Sustainability strategy explanation;
b) Ikhtisar aspek keberlanjutan (ekonomi, sosial, dan lingkungan hidup);	√	b) Sustainability aspects overview (economic, social and environmental);
c) Profil singkat Emiten atau Perusahaan Publik;	√	c) Brief Profile of Issuer or Public Company;
d) Penjelasan Direksi;	√	d) The Board of Directors explanation;
e) Tata kelola keberlanjutan;	√	e) Sustainability Governance;
f) Kinerja keberlanjutan;	√	f) Sustainability performance;
g) Verifikasi tertulis dari pihak independen, jika ada;	√	g) Written verification from an Independent Party (if any);
h) Lembar umpan balik (*feedback*) untuk pembaca, jika ada; dan	√	h) Feedback sheet for stakeholders (if any); and
i) Tanggapan Emiten atau Perusahaan Publik terhadap umpan balik laporan tahun sebelumnya;	√	i) The Issuer or Public Company response to the previous year's report feedback;
2) Laporan Keberlanjutan sebagaimana dimaksud pada angka 1), harus disusun sesuai Pedoman Teknis Penyusunan Laporan Keberlanjutan (*Sustainability Report*) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran I yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini;	√	2) The Sustainability Report as referred to in number 1) must be prepared in accordance with the Technical Guidelines for the Preparation of a Sustainability Report for Issuers and Public Companies as contained in Attachment II which is an integral part of this Financial Services Authority Circular Letter;
3) Informasi Laporan Keberlanjutan (*Sustainability Report*) pada angka 1) dapat:	√	3) Information on the Sustainability Report in number 1) shall be:
a) Diungkapkan pada bagian lain yang relevan di luar bagian tanggung jawab sosial dan lingkungan, seperti penjelasan Direksi terkait Laporan Keberlanjutan diungkapkan dalam bagian terkait Laporan Direksi; dan/atau	√	a) Is disclosed in other relevant sections outside of the social and environmental responsibility section, such as the Directors' explanation regarding the Sustainability Report disclosed in the section related to the Directors' Report; and/or

Keterangan	Halaman Page	Description
b) Merujuk pada bagian lain di luar bagian tanggung jawab sosial dan lingkungan dengan tetap mengacu pada Pedoman Teknis Penyusunan Laporan Keberlanjutan (*Sustainability Report*) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini, seperti profil Emiten atau Perusahaan Publik;	√	b) Referring to other sections outside the social and environmental responsibility section while still referring to the Technical Guidelines for the Preparation of Sustainability Reports for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter, such as profile of Issuer or Public Company;
4) Laporan Keberlanjutan (*Sustainability Report*) sebagaimana dimaksud pada angka 1) merupakan bagian yang tidak terpisahkan dari Laporan Tahunan namun dapat disajikan secara terpisah dengan Laporan Tahunan;	√	4) The Sustainability Report as referred to in number 1) is an inseparable part of the Annual Report but can be presented separately from the Annual Report;
5) Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, informasi yang diungkapkan dalam Laporan Keberlanjutan dimaksud harus:	√	5) In the event that the Sustainability Report is presented separately from the Annual Report, the information disclosed in the said Sustainability Report must:
a) Memuat seluruh informasi sebagaimana dimaksud pada angka 1); dan	√	a) Contains all the information as referred to in number 1); and
b) Disusun sesuai Pedoman Teknis Penyusunan Laporan Keberlanjutan (*Sustainability Report*) Bagi Emiten dan Perusahaan Publik sebagaimana tercantum dalam Lampiran II yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini;	√	b) Compiled according to the Technical Guidelines for the Preparation of a Sustainability Report for Issuers and Public Companies as listed in Appendix II which is an integral part of this Financial Services Authority Circular Letter;
6) Dalam hal Laporan Keberlanjutan disajikan secara terpisah dengan Laporan Tahunan, maka dalam bagian tanggung jawab sosial dan lingkungan memuat informasi bahwa informasi mengenai tanggung jawab sosial dan lingkungan telah diungkapkan dalam Laporan Keberlanjutan yang disajikan secara terpisah dari Laporan Tahunan; dan	√	6) In the event that the Sustainability Report is presented separately from the Annual Report, the section contains information that information regarding social and environmental responsibility has been disclosed in the Sustainability Report which is presented separately from the Annual Report; and
7) Penyampaian Laporan Keberlanjutan (*Sustainability Report*) yang disajikan secara terpisah dengan Laporan Tahunan harus disampaikan bersamaan dengan penyampaian Laporan Tahunan.	√	7) Submission of the Sustainability Report which is presented separately from the Annual Report must be submitted together with the submission of the Annual Report.
i. Laporan Keuangan Tahunan yang Telah Diaudit	373	**i. Audited Financial Statements**
Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan standar akuntansi keuangan di Indonesia dan telah diaudit oleh akuntan publik yang terdaftar di Otoritas Jasa Keuangan. Laporan keuangan tahunan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor pasar modal yang mengatur mengenai laporan berkala perusahaan efek dalam hal Emiten merupakan perusahaan efek.		The annual financial statements contained in the Annual Report are prepared in accordance with financial accounting standards in Indonesia and have been audited by a public accountant registered with the Financial Services Authority. The said annual financial report contains a statement regarding the accountability for financial statements as regulated in the Financial Services Authority Regulation regarding the Board of Directors' responsibility for financial reports or the laws and regulations in the capital market sector which regulates the periodic reports of securities companies in the event that the Issuer is a securities company.
j. Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan	335	**j. Statement Letter of Members of the Board of Directors and the Board of Commissioners regarding Responsibility for the Annual Report**
Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan disusun sesuai dengan format Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan sebagaimana tercantum dalam Lampiran I yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini.		Statement letters from members of the Board of Directors and members of the Board of Commissioners regarding responsibilities for the Annual Report are prepared in accordance with the format of Statement Letters of Members of the Board of Directors and Members of the Board of Commissioners regarding Responsibilities for the Annual Report as contained in Appendix I which is an integral part of this Circular Letter of the Financial Services Authority.

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GRI Content Index

Pernyataan Penggunaan Statement of Use	PT Hexindo Adiperkasa Tbk telah melaporkan sesuai dengan Standar GRI untuk periode 1 April 2025 sampai dengan 31 Maret 2026 PT Hexindo Adiperkasa Tbk has reported in accordance with the GRI Standards for the period April 1, 2025 until March 31, 2026
GRI 1 yang Digunakan GRI 1 Used	GRI 1: Landasan 2021 GRI 1: Foundation 2021
Standar Sektor GRI yang Berlaku Applicable GRI Sector Standard	Tidak terdapat standar sektor yang berlaku There are no applicable sector standards

Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure		Lokasi/ Halaman Location/ Page	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
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	Strategi, kebijakan, dan praktik **Strategy, policies and practices**						
	2-22	Pernyataan tentang strategi pembangunan berkelanjutan Statement on sustainable development strategy	225-229	-	-	-	-
	2-23	Komitmen kebijakan Policy commitments	222-223, 225-229, 272	-	-	-	-
	2-24	Menyematkan komitmen kebijakan Embedding policy commitments	222-223, 225-229, 272	-	-	-	-
	2-25	Proses untuk memulihkan dampak negatif Processes to remediate negative impacts	279	-	-	-	-
	2-26	Mekanisme untuk mencari saran dan menyampaikan kekhawatiran Mechanisms for seeking advice and raising concerns	208-211	-	-	-	-
	2-27	Kepatuhan terhadap hukum dan peraturan Compliance with laws and regulations	217, 254	-	-	-	-
	2-28	Keanggotaan asosiasi Membership associations	52	-	-	-	-
	Keterlibatan Pemangku Kepentingan **Stakeholder engagement**						
	2-29	Pendekatan keterlibatan pemangku kepentingan Approach to stakeholder engagement	330-332	-	-	-	-
	2-30	Perjanjian perundingan kolektif Collective bargaining agreements	276-278	-	-	-	-

Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure		Lokasi/ Halaman Location/ Page	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
				Persyaratan yang Tidak Dicantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
Topik material Material topics							
Kinerja Ekonomi Economic Performance							
GRI 201: Kinerja Ekonomi 2016 Economic Performance 2016	3-3	Manajemen topik material Management of material topics	247-248	-	-	-	-
	201-1	Nilai ekonomi langsung yang didapatkan dan didistribusikan Direct economic value generated and distributed	249-251	-	-	-	-
	201-2	Implikasi keuangan dan risiko serta peluang lainnya akibat perubahan iklim Financial implications and other risks and opportunities due to climate change	253	-	-	-	-
	201-3	Kewajiban program pensiun manfaat pasti dan program pensiun lainnya Defined benefit plan obligations and other retirement plans	286	-	-	-	-
	201-4	Bantuan finansial yang diterima dari pemerintah Financial assistance received from government	251	-	-	-	-
Antikorupsi Anti-Corruption							
GRI 205: Antikorupsi 2016 Anticorruption 2016	3-3	Manajemen topik material Management of material topics	236-237	-	-	-	-
	205-1	Operasi-operasi yang dinilai memiliki risiko terkait korupsi Operations assessed for risks related to corruption	245-246	-	-	-	-
	205-2	Komunikasi dan pelatihan tentang kebijakan dan prosedur antikorupsi Communication and training about anticorruption policies and procedures	245-246	-	-	-	-
	205-3	Insiden korupsi yang terbukti dan tindakan yang diambil Confirmed incidents of corruption and actions taken	245-246	-	-	-	-
Energi Energy							
GRI 302: Energi 2016 Energy 2016	3-3	Manajemen topik material Management of material topics	251-253	-	-	-	-
	302-1	Konsumsi energi dalam organisasi Energy consumption within the organization	255	-	-	-	-
	302-2	Konsumsi energi di luar organisasi Energy consumption outside the organization	255	-	-	-	-
	302-3	Intensitas Energi Energy intensity	256	-	-	-	-
	302-4	Pengurangan konsumsi energi Reduction of energy consumption	256	-	-	-	-
	302-5	Pengurangan kebutuhan energi produk dan jasa Reductions in energy requirements of products and services	255	-	-	-	-

Standar GRI/ Sumber Lain GRI Standard/ Other Source		Pengungkapan Disclosure	Lokasi/ Halaman Location/ Page	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
				Persyaratan yang Tidak Dicantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
Limbah Waste							
GRI 306: Limbah 2020 Waste 2020	3-3	Manajemen topik material Management of material topics	251-253	-	-	-	-
	306-1	Timbulan sampah dan dampak signifikan terkait sampah Waste generation and significant waste-related impacts	259	-	-	-	-
	306-2	Pengelolaan dampak signifikan terkait limbah Management of significant waste-related impacts	259	-	-	-	-
	306-3	Limbah yang dihasilkan Waste generated	265	-	-	-	-
	306-4	Limbah dialihkan dari pembuangan Waste diverted from disposal	265	-	-	-	-
	306-5	Limbah diarahkan ke pembuangan Waste directed to disposal	265	-	-	-	-
Kepegawaian Employment							
GRI 401: Kepegawaian 2016 Employment 2016	3-3	Manajemen topik material Management of material topics	269-271	-	-	-	-
	401-1	Perekrutan karyawan baru dan pergantian karyawan New employee hires and employee turnover	279-282	-	-	-	-
	401-2	Tunjangan yang diberikan kepada karyawan purnawaktu yang tidak diberikan kepada karyawan sementara atau paruh waktu Benefit provided to full-time employees that are not provided to temporary or part-time employee	286	-	-	-	-
	401-3	Cuti melahirkan Parental leave	287	-	-	-	-
Kesehatan dan Keselamatan Kerja Occupational Health and Safety							
GRI 403: Kesehatan dan Keselamatan Kerja 2018 Occupational Health and Safety 2018	3-3	Manajemen topik material Management of material topics	269-271	-	-	-	-
	403-1	Sistem pengelolaan kesehatan dan keselamatan kerja Occupational health and safety management system	293	-	-	-	-
	403-2	Identifikasi bahaya, penilaian risiko, dan investigasi insiden Hazard identification, risk assessment, and incident investigation	292-302	-	-	-	-
	403-3	Pelayanan kesehatan kerja Occupational health services	303	-	-	-	-
	403-4	Partisipasi pekerja, konsultasi, dan komunikasi tentang kesehatan dan keselamatan kerja Worker participation, consultation, and communication on occupational health and safety	294	-	-	-	-
	403-5	Pelatihan bagi pekerja mengenai keselamatan dan kesehatan kerja Worker training on occupational health and safety	299-302	-	-	-	-
	403-6	Peningkatan kualitas kesehatan pekerja Promotion of worker helath	303	-	-	-	-

Standar GRI/ Sumber Lain GRI Standard/ Other Source	Pengungkapan Disclosure		Lokasi/ Halaman Location/ Page	Yang Tidak Dicantumkan Omission			No. Rujukan Standar Sektor GRI GRI Sector Standard Ref. No.
				Persyaratan yang Tidak Dicantumkan Requirement Omitted	Alasan Reason	Penjelasan Explanation	
	403-7	Pencegahan dan mitigasi dampak kesehatan dan keselamatan kerja yang terkait langsung dengan hubungan bisnis Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	296-300	-	-	-	-
	403-8	Pekerja yang dicakup oleh sistem manajemen kesehatan dan keselamatan kerja Workers covered by an occupational health and safety management system	293	-	-	-	-
	403-9	Cedera terkait pekerjaan Work-related injuries	308-310	-	-	-	-
	403-10	Kesehatan yang berhubungan dengan pekerjaan Work-related ill health	308-310	-	-	-	-
Pelatihan dan Pendidikan Training and Education							
GRI 404: Pelatihan dan Pendidikan 2016 Training and Education 2016	3-3	Manajemen topik material Management of material topics		-	-	-	-
	404-1	Rata-rata jam pelatihan per tahun per karyawan Average hour of training per year per employee	291	-	-	-	-
	404-2	Program untuk meningkatkan keterampilan karyawan dan program bantuan peralihan Programs for upgrading employee skills and transition assistance programs	287	-	-	-	-
	404-3	Persentase karyawan yang menerima ulasan kinerja dan pengembangan karir secara berkala Percentage of employees receiving regular performance and career development reviews	291	-	-	-	-
-Keanekaragaman dan Peluang Setara -Diversity and Equal Opportunity							
GRI 405: Keanekaragaman dan Peluang Setara 2016 Diversity and Equal Opportunity 2016	3-3	Manajemen topik material Management of material topics	269-270	-	-	-	-
	405-1	Keanekaragaman badan tata kelola dan karyawan Diversity of governance bodies and employees	271	-	-	-	-
	405-2	Rasio gaji pokok dan remunerasi perempuan terhadap laki-laki Ratio of basic salary and remuneration of women to men	285	-	-	-	-
Kesehatan dan Keselamatan Pelanggan Customer Health and Safety							
GRI 416: Kesehatan dan Keselamatan Pelanggan 2016 Customer Health and Safety 2016	3-3	Manajemen topik material Management of material topics	318-319	-	-	-	-
	416-1	Penilaian dampak kesehatan dan keselamatan dari kategori produk dan layanan Assessment of the health and safety impacts of product and service categories	324	-	-	-	-
	416-2	Insiden ketidakpatuhan terkait dampak kesehatan dan keselamatan dari produk dan layanan Incidents of non-compliance concerning the health and safety impacts of products and services	324	-	-	-	-

Topik dalam Standar GRI yang Ditentukan sebagai Topik yang Bukan Material

Topics in the GRI Standards Identified as Non-Material Topic

Topik Topic	Pengungkapan Disclosure		Lokasi/Halaman Location/Page
GRI 305: Emisi 2016 Emission 2016	305-1	Emisi gas rumah kaca (Scope 1) langsung Direct (Scope 1) GHG emissions	258
	305-2	Energi tidak langsung (Cakupan 2) emisi GRK Energy indirect (Scope 2) GHG emissions	258
	305-3	Emisi GRK (Cakupan 3) tidak langsung lainnya Other indirect (Scope 3) GHG emissions	258
	305-4	Intensitas emisi gas rumah kaca GHG emissions intensity	257-259
	305-5	Pengurangan emisi gas rumah kaca Reduction of GHG emissions	257-259
	305-6	Emisi zat perusak ozon (ODS) Ozone-Depleting Substance (ODS) Emissions	258
	305-7	Nitrogen oksida (NOx), sulfur oksida (SOx), dan signifikan emisi udara lainnya Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	259
GRI 406: Nondiskriminasi 2016 Non-discrimination 2016	406-1	Insiden diskriminasi dan tindakan perbaikan yang dilakukan Incidents of discrimination and corrective actions taken	273
GRI 407: Kebebasan Berserikat dan Perundingan Kolektif 2016 Freedom of Association and Collective Bargaining 2016	407-1	Operasi dan pemasok di mana hak atas kebebasan berserikat dan perundingan kolektif mungkin berisiko Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	276
GRI 408: Pekerja anak 2016 Child Labor 2016	408-1	Operasi dan pemasok yang berisiko signifikan terhadap insiden pekerja anak Operations and suppliers at significant risk for incidents of child labor	276
GRI 409: Kerja Paksa atau Wajib Kerja 2016 Forced or Compulsory Labor 2016	409-1	Operasi dan pemasok yang berisiko signifikan terhadap insiden kerja paksa atau wajib kerja Operations and suppliers at significant risk for incidents of forced or compulsory labor	276

Lembar Umpan Balik [G.2]
Feedback Form

Terima kasih kepada Bapak/Ibu/Saudara yang telah berkenan membaca Laporan Keberlanjutan PT Hexindo Adiperkasa Tbk Tahun Buku 2025. Dalam rangka meningkatkan isi Laporan Keberlanjutan pada tahun-tahun mendatang, kami berharap anda bersedia untuk mengisi Lembar Umpan Balik ini, kemudian mengirimkannya kepada kami.

Thank you to the ladies and gentlemen who have kindly taken the time to read the Sustainability Report of PT Hexindo Adiperkasa Tbk for the 2025 fiscal year. To support the improvement of future Sustainability Reports, we kindly request that you complete this Feedback Form and return it to us.

Identitas Pengirim Sender Identity		
Nama Name	:	
Surel Email	:	
Nomor Telepon Telephone Number	:	

Profil Anda Your Profile		
Nama Name	:	
Surat Elektronik E-mail	:	
Telepon Telephone	:	
Golongan Pemangku Kepentingan Stakeholder Group		Silahkan pilih salah satu kelompok pemangku kepentingan yang paling mewakili Anda: Please tick the box for the stakeholder group that best describes you:
		☐ Pemegang Saham Shareholder
		☐ Pelanggan Customers
		☐ Karyawan Employees
		☐ Pemerintah/Regulator Government/Regulator
		☐ Prinsipal Principals
		☐ Masyarakat Public
		☐ Lain-lain, ……. Others, …….

Penilaian Anda terhadap isi laporan ini:
Your assessment of the content of this report:

Parameter Parameter	Setuju Agree	Tidak Setuju Disagree	Tidak Tahu Unsure
Laporan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai kinerja ekonomi, sosial dan lingkungan PT Hexindo Adiperkasa Tbk This Sustainability Report provides clear information on the economic, social, and environmental performance of PT Hexindo Adiperkasa Tbk			
Laporan Keberlanjutan ini sudah memberikan informasi yang jelas mengenai pemenuhan tanggung jawab sosial dan lingkungan PT Hexindo Adiperkasa Tbk This Sustainability Report provides clear information on the fulfillment of social and environmental responsibility of PT Hexindo Adiperkasa Tbk			
Materi dan data dalam Laporan Keberlanjutan ini mudah dimengerti dan dipahami The material and data in this Sustainability Report are easy to understand			
Materi dan data dalam Laporan Keberlanjutan ini sudah cukup lengkap The material and data in this Sustainability Report are complete			
Apakah desain, tata letak, grafis dan foto-foto dalam Laporan Keberlanjutan ini sudah bagus Is this Sustainability Report made with good design, layout, graphics, and pictures			

Penilaian Anda terhadap isi laporan ini:
Your assessment of the content of this report:

Keterangan Description	Penilaian Anda Your Assesment
Informasi apa yang paling bermanfaat dari Laporan Keberlanjutan ini? Which information is the most useful from this Sustainability Report?	
Informasi apa yang dinilai kurang bermanfaat dari Laporan Keberlanjutan ini? Which information is the least useful from this Sustainability Report?	
Informasi apa yang dinilai masih kurang dari Laporan Keberlanjutan ini dan perlu ditambahkan pada Laporan Keberlanjutan mendatang? Which information is lacking in this Sustainability Report and must be added in the next Sustainability Report?	

Mohon untuk memberikan saran/usul/komentar Anda atas laporan ini:
Please provide your advice/suggestions/comments for this report:

Terima kasih atas partisipasi Anda. Mohon agar formulir ini dikirimkan ke alamat berikut:

Thank you for your participation. We kindly request to send back this form to:

Sekretaris Perusahaan
Corporate Secretary

PT Hexindo Adiperkasa Tbk
Kawasan Industri Pulo Gadung
(Jakarta Industrial Estate Pulo Gadung)
Jl. Pulo Kambing II Kav. I-II No.33 - Jakarta 13930

Telp: +62 21 4611688
Email: corporate@hexindo-tbk.co.id

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Laporan Keuangan

Financial Statement

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PT Hexindo Adiperkasa Tbk

Laporan keuangan tanggal 31 Maret 2026 dan
untuk tahun yang berakhir pada tanggal tersebut
beserta laporan auditor independen/
Financial statements as of March 31, 2026 and
for the year then ended
with independent auditor's report

HEXINDO

SURAT PERNYATAAN DEWAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN KEUANGAN TANGGAL 31 MARET 2026 DAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL TERSEBUT PT HEXINDO ADIPERKASA TBK

BOARD OF DIRECTORS' STATEMENT REGARDING THE RESPONSIBILITY FOR THE FINANCIAL STATEMENTS AS OF MARCH 31, 2026 FOR THE YEAR THEN ENDED PT HEXINDO ADIPERKASA TBK

Kami, yang bertanda tangan di bawah ini: / *We, the undersigned below:*

1.	Nama	Dwi Swasono	*Name*
	Alamat kantor	Jl. Pulo Kambing II Kav. I-II No. 33, Jakarta Timur	*Office address*
	Alamat domisili atau sesuai KTP	Bumi Serpong Damai Blok AF/33 Sektor II-2, Serpong, Tangerang Selatan	*Domicile address or address according to ID*
	Nomor telepon	021-4611688	*Telephone number*
	Jabatan	Direktur Utama/*President Director*	*Title*
2.	Nama	Yoshendri	*Name*
	Alamat kantor	Jl. Pulo Kambing II Kav. I-II No. 33, Jakarta Timur	*Office address*
	Alamat domisili atau sesuai KTP	Jl. Perumahan Bintara Jaya Permai Blok C 46. RT 04/RW 11, Bintara Jaya, Bekasi Barat, Bekasi	*Domicile address or address according to ID*
	Nomor telepon	021-4611688	*Telephone number*
	Jabatan	Direktur Keuangan/*Finance Director*	*Title*

menyatakan bahwa: / *declare that:*

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan PT Hexindo Adiperkasa Tbk ("Perusahaan");
2. Laporan keuangan Perusahaan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Semua informasi dalam laporan keuangan Perusahaan telah dimuat secara lengkap dan benar; dan
   b. Laporan keuangan Perusahaan tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian internal dalam Perusahaan.

1. *We are responsible for the preparation and presentation of the financial statements of PT Hexindo Adiperkasa Tbk (the "Company");*
2. *The financial statements of the Company has been prepared and presented in accordance with Indonesian Financial Accounting Standards;*
3. a. *All information in the financial statements of the Company has been fully disclosed in a complete and truthful manner; and*
   b. *The financial statements of the Company does not contain any incorrect information or material fact, nor do they omit any information or material facts;*
4. *We are responsible for the internal control system of the Company.*

Demikian pernyataan ini dibuat dengan sebenarnya. / *This statement is made truthfully.*

Jakarta, 30 Juni 2026/*Jakarta, June 30, 2026*



Dwi Swasono	**Yoshendri**
Direktur Utama/*President Director*	Direktur Keuangan/*Finance Director*

PT HEXINDO ADIPERKASA Tbk
LAPORAN KEUANGAN
TANGGAL 31 MARET 2026
DAN UNTUK TAHUN YANG BERAKHIR PADA
TANGGAL TERSEBUT
BESERTA LAPORAN AUDITOR INDEPENDEN

PT HEXINDO ADIPERKASA Tbk
FINANCIAL STATEMENTS
AS OF MARCH 31, 2026
AND FOR THE YEAR
THEN ENDED
WITH INDEPENDENT AUDITOR'S REPORT

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****

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KAP Purwanto Susanti dan Surja

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Jakarta 12190, Indonesia

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ey.com/id

The original report included herein is in the Indonesian language.

Laporan Auditor Independen

Laporan No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026

Pemegang Saham, Dewan Komisaris, dan Direksi
PT Hexindo Adiperkasa Tbk

Opini

Kami telah mengaudit laporan keuangan PT Hexindo Adiperkasa Tbk ("Perusahaan") terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Maret 2026, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan, termasuk informasi kebijakan akuntansi material.

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan Perusahaan tanggal 31 Maret 2026, serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan pada laporan kami. Kami independen terhadap Perusahaan berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini kami.

Independent Auditor's Report

Report No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026

The Shareholders and the Boards of Commissioners and Directors
PT Hexindo Adiperkasa Tbk

Opinion

We have audited the accompanying financial statements of PT Hexindo Adiperkasa Tbk (the "Company"), which comprise the statement of financial position as of March 31, 2026, and the statement of profit or loss and other comprehensive income, statement of changes in equity, and statement of cash flows for the year then ended, and notes to the financial statements, including material accounting policy information.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of the Company as of March 31, 2026, and its financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.

Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants ("IICPA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements paragraph of our report. We are independent of the Company in accordance with the ethical requirements relevant to our audit of the financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

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Laporan Auditor Independen

Laporan No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (lanjutan)

Hal audit utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan periode kini. Hal audit utama tersebut disampaikan dalam konteks audit kami atas laporan keuangan secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan terkait, dan kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut. Untuk hal audit utama di bawah ini, penjelasan kami tentang bagaimana audit kami merespons hal tersebut disampaikan dalam konteks tersebut.

Kami telah memenuhi tanggung jawab yang diuraikan dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan pada laporan kami, termasuk sehubungan dengan hal audit utama yang dikomunikasikan di bawah ini. Oleh karena itu, audit kami mencakup pelaksanaan prosedur yang didesain untuk merespons penilaian kami atas risiko kesalahan penyajian material dalam laporan keuangan terlampir. Hasil prosedur audit kami, termasuk prosedur yang dilakukan untuk merespons hal audit utama di bawah ini, menyediakan basis bagi opini kami atas laporan keuangan terlampir.

Independent Auditor's Report

Report No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (continued)

Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the financial statements of the current period. Such key audit matters were addressed in the context of our audit of the financial statements taken as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on such key audit matters. For the key audit matter below, our description of how our audit addressed such key audit matter is provided in such context.

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Financial Statements paragraph of our report, including in relation to the key audit matter communicated below. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the accompanying financial statements. The results of our audit procedures, including the procedures performed to address the key audit matter below, provide the basis for our opinion on the accompanying financial statements.

A member firm of Ernst & Young Global Limited

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Laporan Auditor Independen

Laporan No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (lanjutan)

Independent Auditor's Report

Report No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (continued)

Hal audit utama (lanjutan)

Key audit matters (continued)

Evaluasi penurunan nilai piutang usaha

Impairment assessment of trade receivables

Penjelasan atas hal audit utama:

Description of the key audit matter:

Pada tanggal 31 Maret 2026, Perusahaan mengakui piutang usaha dengan nilai tercatat $AS113 juta atau sekitar 28% dari total aset. Sesuai persyaratan PSAK 109: Instrumen Keuangan, Perusahaan mencatat piutang usaha sebagai aset keuangan pada biaya perolehan diamortisasi dikurangi akumulasi penurunan nilai. Perusahaan menugaskan pakar manajemen untuk melakukan estimasi penyisihan penurunan nilai piutang usaha menggunakan pendekatan yang disederhanakan dalam menghitung kerugian kredit ekspektasian ("KKE") dengan menetapkan matriks penyisihan berdasarkan pengalaman kerugian kredit historis yang disesuaikan dengan informasi yang bersifat perkiraan masa depan (forward-looking) pelanggan dan variabel makroekonomi terkait. Pengungkapan terkait piutang usaha disajikan dalam Catatan 2 dan 5 atas laporan keuangan.

As of March 31, 2026, the Company recognized trade receivables with a carrying amount of US$113 million or approximately 28% of the total assets. In accordance with PSAK 109: Financial Instruments, the Company recorded trade receivables as financial asset at amortized cost less accumulated impairment. The Company engaged a management's expert to estimate impairment of trade receivables using the simplified approach in calculating expected credit losses ("ECL") by establishing a provision matrix based on historical credit loss experience adjusted for forward-looking information of the customers and the related macroeconomic variables. The disclosures of trade receivables are presented in Notes 2 and 5 to the financial statements.

Evaluasi penurunan nilai piutang usaha ini merupakan hal audit utama bagi kami karena saldo piutang usaha material terhadap laporan keuangan secara keseluruhan dan evaluasi tersebut melibatkan estimasi manajemen yang signifikan.

This impairment assessment of trade receivables is a key audit matter to us because the balance of trade receivables is material to the financial statements as a whole and such an assessment required significant estimation from the management.

Respons audit:

Audit response:

Kami mengevaluasi rancangan pengendalian utama atas proses evaluasi penurunan nilai piutang usaha. Kami mengevaluasi metodologi dan asumsi utama yang digunakan dalam model yang digunakan dalam mengestimasi penyisihan penurunan nilai piutang usaha tersebut.

We evaluated the design of the key controls over the process for impairment assessment of trade receivables. We evaluated the methodologies and key assumptions used in the model used to estimate the allowance for impairment of those trade receivables.

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Laporan Auditor Independen

Laporan No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (lanjutan)

Hal audit utama (lanjutan)

Evaluasi penurunan nilai piutang usaha (lanjutan)

Respons audit: (lanjutan)

Kami mengevaluasi segmentasi Perusahaan terhadap eksposur risiko kreditnya sesuai karakteristik risiko kredit pelanggan dan menguji definisi gagal bayar dengan membandingkan analisis historis dan kebijakan Perusahaan. Kami menguji umur piutang dan tingkat kerugian historis dengan menelusuri sesuai data keuangan dan dokumen Perusahaan. Kami juga menguji kelayakan metode, asumsi dan data yang digunakan, dan asumsi informasi makroekonomi bersifat perkiraan masa depan (forward-looking) yang digunakan dalam perhitungan dengan menggunakan uji statistik dan mendapatkan bukti yang menguatkan berdasarkan data yang dapat diakses publik.

Kami juga mengevaluasi kompetensi, obyektivitas, dan kemampuan pakar manajemen dengan mempertimbangkan kualifikasi, pengalaman dan tanggung jawab pelaporan mereka. Kami juga melakukan evaluasi atas kecukupan pengungkapan terkait hal ini pada catatan atas laporan keuangan terlampir.

Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan 2025 ("Laporan Tahunan") selain laporan keuangan terlampir dan laporan auditor independen kami. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor independen ini.

Independent Auditor's Report

Report No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (continued)

Key audit matters (continued)

Impairment assessment of trade receivables (continued)

Audit response: (continued)

We evaluated the Company's segmentation of its credit risk exposure based on credit risk characteristics of the customers and tested the definition of default against historical analysis and the Company's policy. We tested the trade receivables' aging and tested historical loss rates by inspecting historical recoveries and write-offs to the Company's financial data and documents. We also tested the reasonableness of the method, assumptions and data used, and testing forward-looking macroeconomic information assumptions used in the calculation through statistical test and corroboration using publicly accessible data source.

We also evaluated the competence, objectivity, and capabilities of the management's expert by considering their qualifications, experience and reporting responsibilities. We also assessed the adequacy of these matters in the notes to the accompanying financial statements.

Other information

Management is responsible for the other information. Other information comprises the information included in the 2025 Annual Report ("the Annual Report") other than the accompanying financial statements and our independent auditor's report thereon. The Annual Report is expected to be made available to us after the date of this independent auditor's report.

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Laporan Auditor Independen

Laporan No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (lanjutan)

Informasi lain (lanjutan)

Opini kami atas laporan keuangan terlampir tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas Laporan Tahunan tersebut.

Sehubungan dengan audit kami atas laporan keuangan terlampir, tanggung jawab kami adalah untuk membaca Laporan Tahunan ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan terlampir atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Independent Auditor's Report

Report No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (continued)

Other information (continued)

Our opinion on the accompanying financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the Annual Report.

In connection with our audit of the accompanying financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.

Responsibilities of management and those charged with governance for the financial statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

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Laporan Auditor Independen

Laporan No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (lanjutan)

Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap laporan keuangan (lanjutan)

Dalam penyusunan laporan keuangan, manajemen bertanggung jawab untuk menilai kemampuan Perusahaan dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Perusahaan atau menghentikan operasi atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Perusahaan.

Tanggung jawab auditor terhadap audit atas laporan keuangan

Tujuan kami adalah untuk memeroleh keyakinan memadai tentang apakah laporan keuangan secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan tersebut.

Independent Auditor's Report

Report No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (continued)

Responsibilities of management and those charged with governance for the financial statements (continued)

In preparing the financial statements, management is responsible for assessing the Company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless management either intends to liquidate the Company or to cease its operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Company's financial reporting process.

Auditor's responsibilities for the audit of the financial statements

Our objectives are to obtain reasonable assurance about whether the financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing established by the IICPA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

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Laporan Auditor Independen

Laporan No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memeroleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian atas pengendalian internal.

- Memeroleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal Perusahaan.

- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.

Independent Auditor's Report

Report No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (continued)

Auditor's responsibilities for the audit of the financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Company's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

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Laporan Auditor Independen

Laporan No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Perusahaan untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Perusahaan tidak dapat mempertahankan kelangsungan usaha.

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Independent Auditor's Report

Report No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (continued)

Auditor's responsibilities for the audit of the financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Company ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our independent auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Company to cease to continue as a going concern.

- Evaluate the overall presentation, structure, and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

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Laporan Auditor Independen

Laporan No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (lanjutan)

Tanggung jawab auditor terhadap audit atas laporan keuangan (lanjutan)

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan kepada pihak tersebut seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama tersebut dalam laporan auditor independen kami kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal audit utama tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal audit utama tidak boleh dikomunikasikan dalam laporan auditor independen kami karena konsekuensi yang merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

Independent Auditor's Report

Report No. 01875/2.1505/AU.1/05/1810-2/1/VI/2026 (continued)

Auditor's responsibilities for the audit of the financial statements (continued)

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the financial statements of the current period and are therefore the key audit matters. We describe such key audit matters in our independent auditor's report unless laws or regulations preclude public disclosure about such key audit matters or when, in extremely rare circumstances, we determine that a key audit matter should not be communicated in our independent auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

KAP Purwanto Susanti dan Surja

Daniel Amdhani Judistira, CPA

Registrasi Akuntan Publik No. AP.1810/*Public Accountant Registration No. AP.1810*

30 Juni 2026/*June 30, 2026*

01875

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PT HEXINDO ADIPERKASA Tbk
LAPORAN POSISI KEUANGAN
Tanggal 31 Maret 2026
(Disajikan dalam Dolar Amerika Serikat, Kecuali Dinyatakan Lain)

PT HEXINDO ADIPERKASA Tbk
STATEMENT OF FINANCIAL POSITION
As of March 31, 2026
(Expressed in United States Dollar, Unless Otherwise Stated)

	31 Maret 2026/ ***March 31, 2026***	**Catatan/** ***Notes***	**31 Maret 2025/** ***March 31, 2025***	
ASET				***ASSETS***
ASET LANCAR				***CURRENT ASSETS***
Kas dan bank	14.802.890	2,4,32,35	17.802.237	*Cash on hand and in banks*
Piutang usaha - neto		2,5,32,35		*Trade receivables - net*
Pihak berelasi	7.486.693	6a	5.445.876	*Related parties*
Pihak ketiga - neto	105.934.268	28,34	150.573.287	*Third parties - net*
Piutang non-usaha - neto		2,32,35		*Non-trade receivables - net*
Pihak berelasi	481.959	6b	5.929.474	*Related parties*
Pihak ketiga - neto	111.840	27,34	214.552	*Third parties - net*
Piutang derivatif	116.277	2,33f,33g,35	111.172	*Derivative receivables*
Persediaan - neto	224.724.975	2,7,34	211.853.148	*Inventories - net*
Uang muka	1.379.262	8a	2.447.955	*Advances*
Biaya dibayar di muka	379.394	8b	344.179	*Prepaid expenses*
Pajak dibayar di muka	996.102	18a	379.069	*Prepaid tax*
Total Aset Lancar	**356.413.660**		**395.100.949**	***Total Current Assets***
ASET TIDAK LANCAR				***NON-CURRENT ASSETS***
Aset keuangan tidak lancar	4.756.610	2,9,27,35	4.823.537	*Non-current financial assets*
Aset tetap - neto	36.394.810	2,10 26,27,34	47.146.115	*Fixed assets - net*
Aset hak-guna - neto	1.350.168	2,11, 26,28,34	2.917.391	*Right-of-use assets - net*
Aset takberwujud - neto	1.798.223	12,34	2.230.219	*Intangible assets - net*
Estimasi tagihan pajak	1.345.655	13	256.981	*Estimated claims for tax refund*
Aset pajak tangguhan - neto	4.940.636	2,31	4.451.258	*Deferred tax assets - net*
Uang jaminan	32.723	2,35	33.660	*Security deposits*
Total Aset Tidak Lancar	**50.618.825**		**61.859.161**	***Total Non-current Assets***
TOTAL ASET	**407.032.485**	34	**456.960.110**	***TOTAL ASSETS***

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes to the financial statements form an integral part of these financial statements.

PT HEXINDO ADIPERKASA Tbk
LAPORAN POSISI KEUANGAN (lanjutan)
Tanggal 31 Maret 2026
(Disajikan dalam Dolar Amerika Serikat, Kecuali Dinyatakan Lain)

PT HEXINDO ADIPERKASA Tbk
STATEMENT OF FINANCIAL POSITION (continued)
As of March 31, 2026
(Expressed in United States Dollar, Unless Otherwise Stated)

	31 Maret 2026/ *March 31, 2026*	Catatan/ *Notes*	31 Maret 2025/ *March 31, 2025*	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
LIABILITAS				***LIABILITIES***
LIABILITAS JANGKA PENDEK				***CURRENT LIABILITIES***
Utang bank jangka pendek	93.308.350	2,14,30, 32,35,36	165.242.897	*Short-term bank loans*
Utang usaha		2,15,32, 35,36		*Trade payables*
Pihak berelasi	97.044.178	6c	65.137.662	*Related parties*
Pihak ketiga	7.281.919		9.348.191	*Third parties*
Utang non-usaha		2,32,35,36		*Non-trade payables*
Pihak berelasi	637.406	6d	511.312	*Related parties*
Pihak ketiga	1.987.707		2.065.791	*Third parties*
Uang muka pelanggan	8.111.969	2,16	3.426.403	*Customers' deposits*
Beban akrual	9.723.674	2,17, 33e,35,36	11.392.652	*Accrued expenses*
Liabilitas imbalan kerja jangka pendek	2.666.317	2,17,32 35,36,	4.369.458	*Short-term employee benefits liability*
Utang pajak	504.831	2,18b,32,	4.995.878	*Taxes payable*
Liabilitas sewa yang jatuh tempo dalam waktu satu tahun	371.134	2,11,30, 32,35,36	1.044.469	*Current maturities of lease liabilities*
Liabilitas jangka pendek lainnya	60.988		416.301	*Other current liabilities*
Total Liabilitas Jangka Pendek	**221.698.473**		**267.951.014**	***Total Current Liabilities***
LIABILITAS JANGKA PANJANG				***NON-CURRENT LIABILITIES***
Liabilitas sewa - setelah dikurangi bagian yang jatuh tempo dalam waktu satu tahun	6.175	2,11,30, 32,35,36	316.258	*Lease liabilities - net of current maturities*
Liabilitas imbalan kerja jangka panjang	20.327.717	2,19	17.631.832	*Long-term employee benefits liabilities*
Total Liabilitas Jangka Panjang	**20.333.892**		**17.948.090**	***Total Non-current Liabilities***
TOTAL LIABILITAS	**242.032.365**	34	**285.899.104**	***TOTAL LIABILITIES***
EKUITAS				***EQUITY***
Modal saham - nilai nominal Rp100 per saham Modal dasar - 1.680.000.000 saham Modal ditempatkan dan disetor penuh - 840.000.000 saham	23.232.926	20	23.232.926	*Share capital - par value Rp100 per share Authorized - 1,680,000,000 shares Issued and fully paid - 840,000,000 shares*
Tambahan modal disetor - neto	7.998.836	21	7.998.836	*Additional paid-in capital - net*
Saldo laba				*Retained earnings*
Telah ditentukan penggunaannya	4.646.585		4.646.585	*Appropriated*
Belum ditentukan penggunaannya	130.091.975	22	135.852.256	*Unappropriated*
Penghasilan komprehensif lain	(970.202)		(669.597)	*Other comprehensive income*
TOTAL EKUITAS	**165.000.120**		**171.061.006**	***TOTAL EQUITY***
TOTAL LIABILITAS DAN EKUITAS	**407.032.485**		**456.960.110**	***TOTAL LIABILITIES AND EQUITY***

PT HEXINDO ADIPERKASA Tbk
LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN
Untuk Tahun yang Berakhir pada Tanggal 31 Maret 2026
(Disajikan dalam Dolar Amerika Serikat, Kecuali Dinyatakan Lain)

PT HEXINDO ADIPERKASA Tbk
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For the Year Ended March 31, 2026
(Expressed in United States Dollar, Unless Otherwise Stated)

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*			
	2026	**Catatan/ *Notes***	**2025**	
PENGHASILAN NETO	515.423.217	2,6e,23,34	522.714.838	***NET REVENUES***
BEBAN POKOK PENGHASILAN	(425.239.963)	2,6e,24	(412.414.203)	***COST OF REVENUES***
LABA BRUTO	**90.183.254**	34	**110.300.635**	***GROSS PROFIT***
Beban penjualan	(28.927.354)	2,11,25, 33e,34	(28.113.751)	*Selling expenses*
Beban umum dan administrasi	(34.542.702)	2,10,11, 26,34	(34.446.627)	*General and administrative expenses*
Pendapatan lainnya	2.538.161	2,9,10,27,34	2.274.441	*Other income*
Beban lainnya	(1.602.367)	2,5, 11,28,34	(2.876.555)	*Other expenses*
LABA USAHA	**27.648.992**	34	**47.138.143**	***OPERATING PROFIT***
Penghasilan bunga	242.661	2,29,34	200.956	*Interest income*
Beban bunga	(7.339.547)	2,11,14, 30,34	(7.313.163)	*Interest expenses*
LABA SEBELUM PAJAK PENGHASILAN	**20.552.106**	34	**40.025.936**	***PROFIT BEFORE INCOME TAX***
Beban pajak penghasilan - neto	(4.568.987)	2,31,34	(8.964.201)	*Income tax expense - net*
LABA TAHUN BERJALAN	**15.983.119**	34	**31.061.735**	***PROFIT FOR THE YEAR***
PENGHASILAN (RUGI) KOMPREHENSIF LAIN				***OTHER COMPREHENSIVE INCOME (LOSS)***
Pos-pos yang tidak akan direklasifikasi ke laba rugi				***Items that will not be reclassified to profit or loss***
Pengukuran kembali atas program imbalan pasti	(318.464)	19	173.179	*Remeasurement of defined benefit plans*
Pajak penghasilan tangguhan terkait	70.062		(38.099)	*Related deferred income tax*
Perubahan nilai wajar investasi saham	(66.927)	9	(412.862)	*Fair value change of investment in shares*
Pajak penghasilan tangguhan terkait	14.724		90.830	*Related deferred income tax*
PENGHASILAN KOMPREHENSIF LAIN TAHUN BERJALAN, SETELAH PAJAK	**(300.605)**		**(186.952)**	***OTHER COMPREHENSIVE INCOME FOR THE YEAR, NET OF TAX***
TOTAL PENGHASILAN KOMPREHENSIF TAHUN BERJALAN	**15.682.514**		**30.874.783**	***TOTAL COMPREHENSIVE INCOME FOR THE YEAR***
LABA PER SAHAM DASAR	**0,019**	2,38	**0,037**	***BASIC EARNINGS PER SHARE***

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes to the financial statements form an integral part of these financial statements.

PT HEXINDO ADIPERKASA Tbk
LAPORAN PERUBAHAN EKUITAS
Untuk Tahun yang Berakhir pada Tanggal 31 Maret 2026
(Disajikan dalam Dolar Amerika Serikat,
Kecuali Dinyatakan Lain)

PT HEXIND
STATEMENT
For the Year
(Expressed
Unless

	Catatan/ *Note*	Modal Saham Ditempatkan dan Disetor Penuh/ *Issued and Fully Paid Share Capital*	Tambahan Modal Disetor - Neto/ *Additional Paid-in Capital - Net*	Saldo Laba/ *Retained Earnings*		Penghasilan Komprehensif Lain/ *Other Comprehensive Income*	
				Telah Ditentukan Penggunaannya/ *Appropriated*	Belum Ditentukan Penggunaannya/ *Unappropriated*	Pengukuran Kembali atas Program Imbalan Pasti/ *Remeasurement of Defined Benefit Plans*	Perubahan Nilai Wajar Investasi Saham/ *Fair Value Change of Investment in Shares*
Saldo 1 April 2024		**23.232.926**	**7.998.836**	**4.646.585**	**143.788.836**	**(994.819)**	**512.17**
Dividen kas	22	-	-	-	(38.998.315)	-	
Laba tahun berjalan		-	-	-	31.061.735	-	
Penghasilan (rugi) komprehensif lain		-	-	-	-	135.080	(322.03
Saldo 31 Maret 2025		**23.232.926**	**7.998.836**	**4.646.585**	**135.852.256**	**(859.739)**	**190.14**
Dividen kas	22	-	-	-	(21.743.400)	-	
Laba tahun berjalan		-	-	-	15.983.119	-	
Rugi komprehensif lain		-	-	-	-	(248.402)	(52.20
Saldo 31 Maret 2026		**23.232.926**	**7.998.836**	**4.646.585**	**130.091.975**	**(1.108.141)**	**137.93**

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes to th these

PT HEXINDO ADIPERKASA Tbk
LAPORAN ARUS KAS
Untuk Tahun yang Berakhir pada Tanggal 31 Maret 2026
(Disajikan dalam Dolar Amerika Serikat, Kecuali Dinyatakan Lain)

PT HEXINDO ADIPERKASA Tbk
STATEMENT OF CASH FLOWS
For the Year Ended March 31, 2026
(Expressed in United States Dollar, Unless Otherwise Stated)

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*			
	2026	**Catatan/ *Notes***	**2025**	
ARUS KAS DARI AKTIVITAS OPERASI				***CASH FLOWS FROM OPERATING ACTIVITIES***
Penerimaan dari pelanggan	559.832.767		482.988.177	*Receipts from customers*
Pembayaran kepada pemasok	(383.908.610)		(378.041.976)	*Payments to suppliers*
Pembayaran untuk:				*Payments for:*
Gaji, upah dan kesejahteraan karyawan	(33.762.995)		(33.690.271)	*Salaries, wages and benefits of employees*
Beban usaha	(31.200.512)		(31.366.497)	*Operating expenses*
Kas neto yang diperoleh dari operasi	110.960.650		39.889.433	*Net cash generated from operations*
Penerimaan dari penghasilan bunga	242.661	29	200.956	*Receipt of interest income*
Pembayaran pajak penghasilan	(9.117.722)		(9.114.837)	*Payment of income taxes*
Pembayaran untuk kegiatan usaha lainnya	1.359.302		(7.389.799)	*Payment of other operating activities*
Kas Neto yang Diperoleh dari Aktivitas Operasi	**103.444.891**		**23.585.753**	***Net Cash Provided by Operating Activities***
ARUS KAS DARI AKTIVITAS INVESTASI				***CASH FLOWS FROM INVESTING ACTIVITIES***
Hasil penjualan aset tetap	255.809	10	614.209	*Proceeds from sale of fixed assets*
Penerimaan dividen kas	527.325	9	363.353	*Receipt from cash dividends*
Penerimaan dari pelepasan aset hak-guna	7.285		-	*Proceeds from disposal of right-of-use assets*
Perolehan aset tetap	(2.965.745)	10	(4.769.009)	*Acquisition of fixed assets*
Perolehan aset takberwujud	(1.244)	12	(1.848.564)	*Acquisition of intangible assets*
Kas Neto yang Digunakan untuk Aktivitas Investasi	**(2.176.570)**		**(5.640.011)**	***Net Cash Used in Investing Activities***
ARUS KAS DARI AKTIVITAS PENDANAAN				***CASH FLOWS FROM FINANCING ACTIVITIES***
Penerimaan dari utang bank jangka pendek	144.824.732	36c	344.009.887	*Proceeds from short-term bank loans*
Pembayaran utang bank jangka pendek	(217.588.310)	36c	(312.021.015)	*Payment of short-term bank loans*
Pembayaran dividen kas	(21.743.400)		(38.998.315)	*Payment of cash dividends*
Pembayaran beban bunga	(7.249.039)	30	(7.313.163)	*Payment of interest expenses*
Pembayaran liabilitas sewa	(2.181.581)	11	(2.688.087)	*Payment of lease liabilities*
Kas Neto yang Digunakan untuk Aktivitas Pendanaan	**(103.937.598)**		**(17.010.693)**	***Net Cash Used in Financing Activities***
KENAIKAN (PENURUNAN) NETO KAS DAN BANK	**(2.669.277)**		**935.049**	***NET INCREASE (DECREASE) IN CASH ON HAND AND IN BANKS***
DAMPAK NETO PERUBAHAN NILAI TUKAR ATAS KAS DAN BANK	(330.070)		(541.543)	***NET EFFECT OF CHANGES IN EXCHANGE RATES ON CASH ON HAND AND IN BANKS***
KAS DAN BANK AWAL TAHUN	**17.802.237**		**17.408.731**	***CASH ON HAND AND IN BANKS AT BEGINNING OF YEAR***
KAS DAN BANK AKHIR TAHUN	**14.802.890**	4	**17.802.237**	***CASH ON HAND AND IN BANKS AT END OF YEAR***

Tambahan informasi arus kas disajikan pada Catatan 37.

Supplementary cash flows information is presented in Note 37.

Catatan atas laporan keuangan terlampir merupakan bagian integral dari laporan keuangan ini.

The accompanying notes to the financial statements form an integral part of these financial statements.

1. UMUM

a. Pendirian Perusahaan

PT Hexindo Adiperkasa Tbk ("Perusahaan") didirikan di Indonesia berdasarkan Akta Notaris Mohamad Ali, S.H., No. 37 tanggal 28 November 1988. Akta Pendirian ini telah disahkan oleh Kementerian Kehakiman Republik Indonesia dalam Surat Keputusan No. C2-4389.HT.01.01.TH.89 tanggal 12 Mei 1989, serta diumumkan dalam Berita Negara Republik Indonesia No. 54 Tambahan No. 1251 tanggal 7 Juli 1989. Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, perubahan terakhir dinyatakan dalam Akta Gatot Widodo, S.E., S.H., M.Kn., No. 4 tanggal 16 September 2025, antara lain mengenai perubahan susunan Direksi Perusahaan. Perubahan tersebut telah diberitahukan kepada Kementerian Hukum Republik Indonesia dalam Surat No. AHU-0223512.AH.01.11 tanggal 24 September 2025.

Perusahaan memulai operasi komersial pada bulan Januari 1989.

Sesuai dengan Pasal 3 Anggaran Dasar Perusahaan, kegiatan usaha Perusahaan terutama meliputi perdagangan besar mesin, peralatan dan perlengkapan, alat transportasi darat, jasa penyewaan dan sewa guna usaha tanpa hak opsi, penyewaan alat konstruksi dengan operator dan jasa industri. Saat ini, Perusahaan bertindak selaku distributor alat-alat berat jenis tertentu dan suku cadang dari merek "Hitachi" dan "Bell". Perusahaan berkedudukan di Jakarta yang berlokasi di Kawasan Industri Pulogadung, Jalan Pulo Kambing II Kav. I-II No. 33, Jakarta 13930. Pada tanggal 31 Maret 2026, Perusahaan memiliki 18 cabang utama, 18 kantor perwakilan dan 15 kantor proyek (tidak diaudit), sedangkan pada tanggal 31 Maret 2025, Perusahaan memiliki 19 cabang utama, 14 kantor perwakilan dan 16 kantor proyek (tidak diaudit), yang tersebar di seluruh Indonesia.

Hitachi Construction Machinery Co. Ltd., yang didirikan di Jepang, adalah entitas induk Perusahaan.

1. GENERAL

a. Establishment of the Company

PT Hexindo Adiperkasa Tbk (the "Company") was established in Indonesia based on Deed No. 37 dated November 28, 1988 of Mohamad Ali, S.H. The Deed of Establishment was approved by the Ministry of Justice of Republic Indonesia in its Decision Letter No. C2-4389.HT.01.01.TH.89 dated May 12, 1989, and was published in Supplement No. 1251 of the State Gazette No. 54 dated July 7, 1989. The Company's Articles of Association has been amended several times, the latest amendment was notarized through Deed No. 4 dated September 16, 2025 of Gatot Widodo, S.E., S.H., M.Kn., among others, concerning the change in the composition of the Company's Board of Directors. The amendment of the Articles of Association was acknowledged by the Ministry of Law of the Republic of Indonesia in its Letter No. AHU-0223512.AH.01.11 dated September 24, 2025.

The Company started its commercial operations in January 1989.

According to Article 3 of the Company's Articles of Association, its scope of activities mainly comprises wholesale trade in machinery, equipment and supplies, land transportation equipment, rental and leasing services without option rights, rental of construction equipment with operators and industrial services. Presently, the Company acts as a distributor of certain heavy equipment and related spare parts under "Hitachi" and "Bell" trademarks. The Company is domiciled in Jakarta, located in Kawasan Industri Pulogadung, Jalan Pulo Kambing II Kav. I-II No. 33, Jakarta 13930. As of March 31, 2026, the Company has 18 main branches, 18 representative offices and 15 project offices (unaudited), while as of March 31, 2025, the Company has 19 main branches, 14 representative offices and 16 project offices (unaudited), all of which are located at various places in Indonesia.

Hitachi Construction Machinery Co. Ltd., incorporated in Japan, is the parent entity of the Company.

1. UMUM (lanjutan)

b. Penawaran Umum Saham Perusahaan

Berikut adalah perubahan permodalan Perusahaan sejak penawaran umum perdana saham Perusahaan:

Kebijakan/Tindakan Perusahaan	Tahun/ *Year*	*Policy/Corporate Actions*
Penawaran umum perdana kepada masyarakat sejumlah 10.000.000 saham (nilai nominal sebesar Rp1.000 per saham) dengan harga penawaran sebesar Rp2.800 per saham.	1994	*Initial public offering of 10,000,000 shares (with Rp1,000 par value per share) at an offer price of Rp2,800 per share.*
Penawaran umum terbatas pertama kepada para pemegang saham dalam rangka penerbitan hak memesan efek terlebih dahulu sejumlah 42.000.000 saham (nilai nominal sebesar Rp1.000 per saham) dengan harga penawaran sebesar Rp1.000 per saham.	1998	*First limited public offering of 42,000,000 shares (with Rp1,000 par value per share) to shareholders with pre-emptive rights at an offering price of Rp1,000 per share.*
Perubahan nilai nominal saham dari sebesar Rp1.000 per saham menjadi sebesar Rp500 per saham, yang mengakibatkan kenaikan jumlah saham yang beredar menjadi 168.000.000 saham.	2000	*Change in par value from Rp1,000 per share to Rp500 per share, increasing the number of shares outstanding to 168,000,000 shares.*
Perubahan nilai nominal saham dari sebesar Rp500 per saham menjadi sebesar Rp100 per saham, yang mengakibatkan kenaikan jumlah saham yang beredar menjadi 840.000.000 saham.	2004	*Change in par value from Rp500 per share to Rp100 per share, increasing the number of shares outstanding to 840,000,000 shares.*

Seluruh saham Perusahaan telah tercatat di Bursa Efek Indonesia.

c. Dewan Komisaris dan Direksi, Komite Audit dan Karyawan

Susunan Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Maret 2026 adalah sebagai berikut:

Dewan Komisaris:		*Board of Commissioners*:
Komisaris Utama		*President Commissioner*
(Komisaris Independen)	Toto Wahyudiyanto	*(Independent Commissioner)*
Komisaris Independen	Harry Danui	*Independent Commissioner*
Direksi:		*Directors:*
Direktur Utama	Dwi Swasono	*President Director*
Direktur	Yasumasa Zaizen	*Director*
Direktur	Nobuyasu Hagiwara	*Director*
Direktur	Teru Karahashi	*Director*
Direktur	Yoshendri	*Director*
Direktur	Akihiro Yoshida	*Director*
Direktur	Hiroki Majima	*Director*
Direktur	Ryoji Tanaka	*Director*

1. GENERAL (continued)

b. Company's Initial Public Offering

The following are the changes of the Company's capital structure since the initial public offering of the Company's shares:

All of the Company's shares are listed on the Indonesia Stock Exchange.

c. The Boards of Commissioners and Directors, Audit Committee and Employees

The composition of the Company's Boards of Commissioners and Directors as of March 31, 2026 is as follows:

1. UMUM (lanjutan)

c. Dewan Komisaris dan Direksi, Komite Audit dan Karyawan (lanjutan)

Susunan Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Maret 2025 adalah sebagai berikut:

Dewan Komisaris:		*Board of Commissioners:*
Komisaris Utama (Komisaris Independen)	Toto Wahyudiyanto	*President Commissioner (Independent Commissioner)*
Komisaris Independen	Harry Danui	*Independent Commissioner*

Direksi:		*Directors:*
Direktur Utama	Djonggi TP. Gultom	*President Director*
Direktur	Yasumasa Zaizen	*Director*
Direktur	Nobuyasu Hagiwara	*Director*
Direktur	Teru Karahashi	*Director*
Direktur	Dwi Swasono	*Director*
Direktur	Yoshendri	*Director*
Direktur	Akihiro Yoshida	*Director*
Direktur	Hiroki Majima	*Director*
Direktur	Ryoji Tanaka	*Director*

Susunan Komite Audit, Sekretaris dan Ketua Internal Audit Perusahaan pada tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

Ketua	Harry Danui	*Chairman*
Anggota	Bambang Dewandaru	*Member*
Anggota	Junarto Tjahjadi	*Member*
Sekretaris Perusahaan	Listiana A. Kurniawati	*Corporate Secretary*
Ketua Audit Internal	Muhammad Thamrin	*Head of Internal Audit*

Pembentukan Komite Audit Perusahaan telah sesuai dengan Peraturan Otoritas Jasa Keuangan ("OJK") No. 55 tahun 2015.

Manajemen kunci Perusahaan mencakup Direksi dan Dewan Komisaris. Total beban kompensasi bagi manajemen kunci Perusahaan untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 dijelaskan pada Catatan 6.

Pada tanggal 31 Maret 2026 dan 2025, Perusahaan memiliki 1.890 dan 1.874 orang karyawan tetap (tidak diaudit).

d. Penyelesaian Laporan Keuangan

Manajemen Perusahaan bertanggung jawab atas penyusunan laporan keuangan yang diselesaikan dan diotorisasi untuk terbit oleh Direksi pada tanggal 30 Juni 2026.

1. GENERAL (continued)

c. The Boards of Commissioners and Directors, Audit Committee and Employees (continued)

The composition of the Company's Boards of Commissioners and Directors as of March 31, 2025 is as follows:

The composition of the Company's Audit Committee, Secretary and Head of Internal Audit as of March 31, 2026 and 2025 is as follows:

The establishment of the Company's Audit Committee has complied with Financial Services Authority ("Otoritas Jasa Keuangan" or "OJK") Rule No. 55 year 2015.

Key management of the Company includes the Boards of Directors and Commissioners. Total compensation expenses for the key management of the Company for the years ended March 31, 2026 and 2025 are described in Note 6.

As of March 31, 2026 and 2025, the Company has 1,890 and 1,874 permanent employees, respectively (unaudited).

d. Completion of Financial Statements

The management of the Company is responsible for the preparation of these financial statements which were completed and authorized for issuance by the Directors on June 30, 2026.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL

a. Dasar Penyajian Laporan Keuangan

Laporan keuangan telah disusun sesuai dengan Standar Akuntansi Keuangan ("SAK") di Indonesia, yang mencakup Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Standar Akuntansi Keuangan ("ISAK") yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia ("DSAK IAI") dan Peraturan-Peraturan serta Pedoman Penyajian dan Pengungkapan Laporan Keuangan yang diterbitkan oleh Otoritas Jasa Keuangan ("OJK").

Laporan keuangan disusun berdasarkan konsep akrual, kecuali laporan arus kas, dengan menggunakan konsep biaya historis, kecuali seperti yang disebutkan dalam Catatan atas laporan keuangan yang relevan.

Laporan arus kas menyajikan informasi penerimaan dan pengeluaran kas dan bank yang dikelompokkan dalam aktivitas operasi, investasi dan pendanaan, dengan arus kas dari aktivitas operasi disajikan menggunakan metode langsung.

Perusahaan telah menyusun laporan keuangan dengan dasar bahwa Perusahaan akan terus beroperasi secara berkesinambungan.

Tahun buku Perusahaan adalah 1 April sampai dengan 31 Maret.

Mata uang pelaporan yang digunakan dalam laporan keuangan adalah Dolar Amerika Serikat ("AS") yang merupakan mata uang fungsional Perusahaan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION

a. Basis of Presentation of the Financial Statements

*The financial statements have been prepared in accordance with Indonesian Financial Accounting Standards ("*SAK*"), which comprise the Statements of Financial Accounting Standards ("*PSAK*") and Interpretations of Financial Accounting Standards ("*ISAK*") issued by the Financial Accounting Standards Board of the Institute of Indonesia Chartered Accountants ("*Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia*" or "*DSAK IAI*") and the Regulations and Guidelines on Financial Statement Presentation and Disclosures issued by Financial Services Authority ("*Otoritas Jasa Keuangan*" or "*OJK*").*

The financial statements have been prepared on the accrual basis, except for the statement of cash flows, using the historical cost concept of accounting, except as disclosed in the relevant Notes to the financial statements herein.

The statement of cash flows presents the receipts and payments of cash on hand and in banks classified into operating, investing and financing activities, with cash flows from operating activities presented using the direct method.

The Company has prepared the financial statements on the basis that it will continue to operate as a going concern.

The financial reporting period of the Company is April 1 to March 31.

The reporting currency used in the financial statements is the United States ("US") Dollar which is the functional currency of the Company.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

a. Dasar Penyajian Laporan Keuangan (lanjutan)

Perubahan Kebijakan Akuntansi

Perusahaan menerapkan pertama kali seluruh standar baru dan/atau yang direvisi yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2025, termasuk standar yang direvisi berikut ini yang memengaruhi laporan keuangan Perusahaan:

Amendemen PSAK No. 221, "Kekurangan Ketertukaran"

Amandemen tersebut menetapkan bagaimana entitas harus menilai apakah suatu mata uang dapat dipertukarkan serta bagaimana entitas harus menentukan kurs *spot* ketika ketertukaran (*exchangeability*) tidak tersedia. Amandemen tersebut juga mensyaratkan pengungkapan informasi yang memungkinkan pengguna laporan keuangan untuk memahami bagaimana ketidakmampuan mata uang tersebut untuk dipertukarkan dengan mata uang lainnya memengaruhi, atau diharapkan akan memengaruhi, kinerja keuangan, posisi keuangan, dan arus kas entitas.

Amandemen ini tidak berdampak terhadap laporan keuangan Perusahaan.

b. Transaksi dengan Pihak Berelasi

Perusahaan melakukan transaksi dengan pihak berelasi sesuai dengan definisi yang diuraikan pada PSAK No. 224, "Pengungkapan Pihak-pihak Berelasi".

Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Transaksi dan saldo yang material dengan pihak berelasi diungkapkan dalam Catatan 6.

Kecuali diungkapkan khusus sebagai pihak berelasi, maka pihak-pihak lain yang disebutkan dalam Catatan atas laporan keuangan merupakan pihak tidak berelasi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

a. Basis of Presentation of the Financial Statements (continued)

Changes in Accounting Principles

The Company made first time adoption of all the new and/or revised standards effective for the periods beginning on or after January 1, 2025, including the following revised standards that have affected the financial statements of the Company:

Amendment of PSAK No. 221, "Lack of Exchangeability"

The amendment specifies how an entity should assess whether a currency is exchangeable and how it should determine a spot exchange rate when exchangeability is lacking. The amendments also require disclosure of information that enables users of its financial statements to understand how the currency not being exchangeable into the other currency affects, or is expected to affect, the entity's financial performance, financial position and cash flows.

This amendment did not have any impact on the Company's financial statements.

b. Transactions with Related Parties

The Company has transactions with related parties as defined in PSAK No. 224, "Related Party Disclosures".

The transactions are made based on terms agreed by the parties, which may not be the same as those made with unrelated parties.

Significant transactions and balances with related parties are disclosed in Note 6.

Unless specifically identified as related parties, the parties disclosed in the Notes to the financial statements are unrelated parties.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Pengukuran Nilai Wajar

Perusahaan mengukur jumlah terpulihkan dari unit penghasil kas ("UPK") tertentu berdasarkan nilai wajar dikurangi biaya pelepasan, dan aset keuangan tertentu pada nilai wajar melalui penghasilan komprehensif lain ("NWPKL").

Nilai wajar adalah harga yang akan diterima dari menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

i) Di pasar utama untuk aset atau liabilitas tersebut, atau
ii) Jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Pasar utama atau pasar yang paling menguntungkan tersebut harus dapat diakses oleh Perusahaan.

Nilai wajar dari aset atau liabilitas diukur dengan menggunakan asumsi yang akan digunakan pelaku pasar ketika menentukan harga aset atau liabilitas tersebut, dengan asumsi bahwa pelaku pasar bertindak dalam kepentingan ekonomi terbaiknya.

Pengukuran nilai wajar dari suatu aset nonkeuangan memperhitungkan kemampuan pelaku pasar untuk menghasilkan manfaat ekonomik dengan menggunakan aset dalam penggunaan tertinggi dan terbaiknya atau dengan menjualnya kepada pelaku pasar lain yang akan menggunakan aset tersebut pada penggunaan tertinggi dan terbaiknya.

Perusahaan menggunakan teknik penilaian yang sesuai dengan keadaan dan data yang memadai tersedia untuk mengukur nilai wajar, dengan memaksimalkan masukan yang dapat diamati (*observable input*) yang relevan dan meminimalkan masukan yang tidak dapat diamati (*unobservable input*).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Fair Value Measurement

The Company measures certain recoverable amounts of the cash generating unit ("CGU") using fair value less cost of disposal ("FVLCD") and certain financial assets at fair value through other comprehensive income ("FVOCI").

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

i) In the principal market for the asset or liability, or
ii) In the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible by the Company.

The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liability, assuming that market participants act in their economic best interest.

A fair value measurement of a non-financial asset takes into account a market participant's ability to generate economic benefits by using the asset in its highest and best use or by selling it to another market participant that would use the asset in its highest and best use.

The Company uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

c. Pengukuran Nilai Wajar (lanjutan)

Semua aset dan liabilitas yang nilai wajarnya diukur atau diungkapkan dalam laporan keuangan dikategorikan dalam hierarki nilai wajar berdasarkan level masukan (*input*) paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan sebagai berikut:

i) *Level* 1 - Harga kuotasian (tanpa penyesuaian) di pasar aktif untuk aset atau liabilitas yang identik yang dapat diakses entitas pada tanggal pengukuran.

ii) *Level* 2 - Teknik penilaian yang menggunakan tingkat masukan *(input)* yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang dapat diamati (*observable*) baik secara langsung atau tidak langsung.

iii) *Level* 3 - Teknik penilaian yang menggunakan tingkat masukan *(input)* yang paling rendah yang signifikan terhadap pengukuran nilai wajar yang tidak dapat diamati (*unobservable*).

Untuk aset dan liabilitas yang diakui pada laporan keuangan secara berulang, Perusahaan menentukan apakah terdapat perpindahan antara *level* dalam hierarki dengan melakukan evaluasi ulang atas penetapan kategori (berdasarkan *level* masukan *(input)* paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan) pada tiap akhir periode pelaporan.

Tim pelaporan keuangan Perusahaan bertanggung-jawab atas penilaian dalam menentukan kebijakan dan prosedur untuk pengukuran nilai wajar berulang, seperti nilai wajar (dikurangi biaya untuk menjual) dari UPK (untuk uji penurunan nilai) dan aset keuangan pada NWPKL.

Untuk tujuan pengungkapan nilai wajar, Perusahaan menentukan klasifikasi aset dan liabilitas berdasarkan sifat, karakteristik dan risikonya dan *level* pada hierarki nilai wajar sebagaimana dijelaskan di atas.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

c. Fair Value Measurement (continued)

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

i) Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities.

ii) Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable.

iii) Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the financial statements on a recurring basis, the Company determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

The Company's financial reporting team is in charge of valuation to determine the policies and procedures for recurring fair value measurement, such as fair value (less costs of disposal) of the CGU (for impairment test purpose) and financial assets at FVOCI.

For the purpose of fair value disclosures, the Company has determined classes of assets and liabilities on the basis of the nature, characteristics and risks of the asset or liability and the level of the fair value hierarchy as explained above.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

d. Persediaan - Neto

Persediaan dinyatakan berdasarkan nilai yang lebih rendah antara biaya perolehan atau nilai realisasi neto.

Biaya perolehan persediaan alat berat ditentukan dengan metode identifikasi khusus, sedangkan biaya perolehan suku cadang ditentukan dengan metode rata-rata.

Nilai realisasi neto adalah estimasi harga jual dalam kegiatan usaha biasa dikurangi estimasi biaya penyelesaian dan estimasi biaya yang diperlukan untuk melakukan penjualan.

Penyisihan penurunan nilai pasar ditentukan berdasarkan hasil penelahaan persediaan terhadap keadaan persediaan pada tanggal pelaporan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

d. Inventories - Net

Inventories are stated at the lower of cost or net realizable value.

The cost of heavy equipment inventories is determined by the specific identification method, while the cost of spare parts is determined using the average method.

Net realizable value is the estimated selling price in the ordinary course of business less estimated costs of completion and the estimated costs necessary to make the sale.

Allowance for decline in market value of inventories is provided based on a review of the condition of the inventories at reporting date.

e. Aset Tetap - Neto

Aset tetap pada awalnya diakui sebesar biaya perolehan, yang terdiri atas harga perolehan dan biaya-biaya tambahan yang dapat diatribusikan langsung untuk membawa aset ke lokasi dan kondisi yang diinginkan agar aset siap digunakan.

Setelah pengakuan awal, aset ini dinyatakan pada biaya perolehan dikurangi akumulasi penyusutan (kecuali tanah yang tidak disusutkan) dan kerugian penurunan nilai.

Penyusutan aset dimulai pada saat aset tersebut siap untuk digunakan sesuai maksud penggunaannya dan dihitung dengan menggunakan metode garis lurus berdasarkan estimasi umur manfaat ekonomis sebagai berikut:

e. Fixed Assets - Net

All fixed assets are initially recognized at cost, which comprises its purchase price and any costs directly attributable in bringing the asset to its working condition and to the location where it is intended to be used.

Subsequent to initial recognition, these assets are carried at cost less any subsequent accumulated depreciation (except for land that is not depreciated) and impairment losses.

Depreciation of an asset starts when it is available for its intended use and is computed using the straight-line method based on the estimated useful life of the asset as follows:

	Tahun/ *Years*	**Tarif/ *Rate***	
Bangunan	20	5%	*Buildings*
Mesin	5 - 10	10% - 20%	*Machinery*
Kendaraan, peralatan kantor dan perabotan kantor	3 - 5	20% - 33%	*Vehicles, office equipment and furniture and fixtures*
Peralatan pelayanan purna jual	2	50%	*Tools for after-sales services*
Alat berat yang disewakan	5 - 10	10% - 20%	*Heavy equipment - rental*

Jumlah tercatat aset ini direviu atas penurunan nilai jika terdapat peristiwa atau perubahan keadaan yang mengindikasikan bahwa jumlah tercatat mungkin tidak dapat seluruhnya terealisasi.

The carrying amounts of these assets are reviewed for impairment when events or changes in circumstances indicate that their carrying values may not be fully recoverable.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

e. Aset Tetap - Neto (lanjutan)

Jumlah tercatat komponen dari suatu aset dihentikan pengakuannya pada saat dilepaskan atau saat sudah tidak ada lagi manfaat ekonomi masa depan yang diharapkan dari penggunaan maupun pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan tersebut (ditentukan sebesar selisih antara jumlah hasil pelepasan neto dan jumlah tercatatnya) dimasukkan ke dalam laba rugi pada tahun penghentian pengakuan tersebut dilakukan.

Nilai residu, umur manfaat dan metode penyusutan aset tetap dievaluasi setiap akhir tahun pelaporan dan disesuaikan secara prospektif jika dipandang perlu.

Aset tetap dalam pembangunan dicatat sebesar biaya perolehan, yang mencakup kapitalisasi beban pinjaman dan biaya-biaya lainnya yang terjadi sehubungan dengan pendanaan aset tetap dalam penyelesaian tersebut. Akumulasi biaya perolehan akan direklasifikasi ke akun "Aset Tetap" yang bersangkutan pada saat aset tetap tersebut telah selesai dikerjakan dan siap untuk digunakan. Aset tetap dalam penyelesaian tidak disusutkan sampai memenuhi syarat pengakuan sebagai aset tetap seperti diungkapkan di atas.

Beban pemeliharaan dan perbaikan dibebankan pada laba rugi pada saat terjadinya. Beban pemugaran dan penambahan dalam jumlah besar dikapitalisasi kepada jumlah tercatat aset terkait bila besar kemungkinan bagi Perusahaan manfaat ekonomi masa depan menjadi lebih besar dari standar kinerja awal yang ditetapkan sebelumnya dan disusutkan sepanjang sisa masa manfaat aset terkait.

Tanah termasuk biaya pengurusan legal hak atas tanah dalam bentuk Hak Guna Usaha ("HGU"), Hak Guna Bangunan ("HGB") dan Hak Pakai ("HP") ketika tanah diperoleh pertama kali dinyatakan sebesar biaya perolehan dan tidak diamortisasi karena manajemen berpendapat bahwa kemungkinan besar hak atas tanah tersebut dapat diperbaharui/diperpanjang pada saat masa berlakunya selesai.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

e. Fixed Assets - Net (continued)

The carrying amount of an item of these assets is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising from the derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is directly included in the profit or loss of year the item is derecognized.

The residual values, useful lives and depreciation method of fixed assets are reviewed at the end of each reporting year and adjusted prospectively, if necessary.

Constructions in-progress are stated at cost, including capitalized borrowing costs and other charges incurred in connection with the financing of the said asset constructions. The accumulated costs will be reclassified to the appropriate "Fixed Assets" account when the construction is completed. Assets under construction are not depreciated until they fulfill criteria for recognition as fixed assets as disclosed above.

Repairs and maintenance expenses are taken to the profit or loss when they are incurred. The cost of major renovation and restoration is included in the carrying amount of the related asset when it is probable that future economic benefits in excess of the originally assessed standard of performance of the existing asset will flow to the Company and is depreciated over the remaining useful life of the related asset.

Land, including legal cost of land rights in the form of Right to Cultivate ("Hak Guna Usaha" or "HGU"), Right to Build ("Hak Guna Bangunan" or "HGB") and Right to Use ("Hak Pakai" or "HP") when the land rights were acquired initially, is stated at cost and not amortized as the management is of the opinion that it is probable the titles of land rights can be renewed/extended upon expiration.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

f. Aset Takberwujud - Neto

Aset takberwujud yang diperoleh secara terpisah diukur pada pengakuan awal sebesar biaya perolehan. Setelah pengakuan awal, aset takberwujud dinyatakan pada biaya perolehan dikurangi dengan akumulasi amortisasi dan akumulasi rugi penurunan nilai, jika ada.

Aset takberwujud adalah berupa perangkat lunak dan perizinan termasuk seluruh biaya langsung terkait persiapan untuk tujuan penggunaan. Aset takberwujud diamortisasi dengan menggunakan metode garis lurus *(straight-line method)* berdasarkan estimasi umur manfaat ekonomis sebagai berikut:

	Tahun/ *Years*	Tarif/ *Rate*	
Piranti lunak	5	20%	*Software*
Perizinan	20	5%	*License*

Aset takberwujud dihentikan pengakuannya pada saat pelepasan (yaitu, pada tanggal penerima memperoleh kendali) atau ketika tidak ada manfaat ekonomi masa depan yang diharapkan dari penggunaan atau pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian pengakuan aset (dihitung sebagai perbedaan antara hasil pelepasan neto dan jumlah tercatat aset) dimasukkan dalam laporan laba rugi.

Pada setiap akhir periode pelaporan, umur manfaat dan metode amortisasi dikaji oleh manajemen Perusahaan, dan jika diperlukan akan disesuaikan secara prospektif.

g. Penurunan Nilai Aset Non-keuangan

Pada setiap akhir periode pelaporan, Perusahaan menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai. Jika terdapat indikasi tersebut atau pada saat pengujian penurunan nilai aset diperlukan, maka Perusahaan membuat estimasi formal jumlah terpulihkan aset tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

f. Intangible Assets - Net

Intangible assets acquired separately are measured on initial recognition at cost. Subsequent to initial recognition, intangible assets are carried at cost less accumulated amortization and accumulated impairment losses, if any.

Intangible assets comprising software and license, include all direct costs related to preparation of the assets for their intended use. Intangible assets are amortized using straight-line method based on the estimated useful life of the asset as follows:

An intangible asset is derecognized upon disposal (i.e., at the date the recipient obtains control) or when no future economic benefits are expected from its use or disposal. Any gain or loss arising upon derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statement of profit or loss.

At each reporting date, the useful lives and amortization method are reviewed by the management of the Company, and if appropriate will be adjusted prospectively.

g. Impairment of Non-financial Assets

The Company assesses at the end of each reporting period whether there is an indication that an asset may be impaired. If any such indication exists, or when impairment testing for an asset is required, the Company makes an estimate of the asset's recoverable amount.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

g. Penurunan Nilai Aset Non-keuangan (lanjutan)

Jumlah terpulihkan yang ditentukan untuk aset individual adalah jumlah yang lebih tinggi antara nilai wajar aset atau UPK dikurangi biaya untuk menjual dengan nilai pakainya, kecuali aset tersebut tidak menghasilkan arus kas masuk yang sebagian besar independen dari aset atau kelompok aset lain. Jika nilai tercatat aset atau UPK lebih besar daripada jumlah terpulihkannya, maka aset tersebut dipertimbangkan mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar jumlah terpulihkannya.

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset. Dalam menentukan nilai wajar dikurangi biaya untuk menjual, digunakan harga penawaran pasar terakhir, jika tersedia. Jika tidak terdapat transaksi tersebut, Perusahaan menggunakan model penilaian yang sesuai untuk menentukan nilai wajar aset. Perhitungan-perhitungan ini dikuatkan oleh penilaian berganda atau indikator nilai wajar yang tersedia.

Kerugian penurunan nilai dari operasi yang berkelanjutan, jika ada, diakui pada laba rugi sesuai dengan kategori biaya yang konsisten dengan fungsi dari aset yang diturunkan nilainya.

h. Sewa

Perusahaan menilai pada saat insepsi kontrak apabila kontrak tersebut adalah, atau mengandung, sewa. Yaitu, bila kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Perusahaan sebagai Penyewa

Perusahaan menerapkan pendekatan pengakuan dan pengukuran tunggal untuk semua sewa, kecuali untuk sewa jangka pendek dan sewa yang aset pendasarnya bernilai rendah. Perusahaan mengakui liabilitas sewa untuk melakukan pembayaran sewa dan aset hak-guna yang mewakili hak untuk menggunakan aset pendasar.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

g. Impairment of Non-financial Assets (continued)

An asset's recoverable amount is the higher of the asset or its CGU's fair value less costs to sell and its value-in-use ("VIU"), and is determined for an individual asset, unless the asset does not generate cash inflows that are largely independent of those from other assets or groups of assets. Where the carrying amount of an asset or CGU exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount.

In assessing the VIU, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset. In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used to determine the fair value of the assets. These calculations are corroborated by valuation multiples or other available fair value indicators.

Impairment losses of continuing operations, if any, are recognized in the profit or loss in those expense categories consistent with the functions of the impaired asset.

h. Leases

The Company assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

The Company as a Lessee

The Company applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Company recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Sewa (lanjutan)

Perusahaan sebagai Penyewa (lanjutan)

Aset Hak-guna

Perusahaan mengakui aset hak-guna pada tanggal permulaan sewa (yaitu tanggal aset pendasar tersedia untuk digunakan). Aset hak-guna diukur pada harga perolehan, dikurangi akumulasi penyusutan dan penurunan nilai, serta disesuaikan dengan pengukuran kembali liabilitas sewa. Biaya perolehan aset hak-guna mencakup jumlah liabilitas sewa yang diakui, biaya langsung awal yang terjadi, dan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan dikurangi setiap insentif sewa yang diterima. Aset hak-guna disusutkan dengan metode garis lurus selama masa sewa.

Jika kepemilikan aset pendasar sewa beralih ke Perusahaan pada akhir masa sewa atau biaya perolehan aset hak-guna merefleksikan Perusahaan akan mengeksekusi opsi beli, maka penyusutan aset hak-guna dihitung menggunakan estimasi masa manfaat aset. Aset hak-guna juga dievaluasi untuk penurunan nilai (Catatan 2g).

Liabilitas Sewa

Pada tanggal permulaan sewa, Perusahaan mengakui liabilitas sewa yang diukur pada nilai kini pembayaran sewa yang harus dilakukan selama masa sewa.

Pembayaran sewa juga mencakup harga pelaksanaan dari opsi beli yang secara wajar pasti dilaksanakan oleh Perusahaan dan pembayaran penalti untuk mengakhiri sewa, jika masa sewa merefleksikan adanya opsi dapat mengakhiri sewa. Pembayaran sewa variabel yang tidak bergantung pada indeks atau tarif diakui sebagai beban pada periode terjadinya peristiwa atau kondisi yang memicu terjadinya pembayaran tersebut.

Dalam menghitung nilai kini pembayaran sewa, Perusahaan menggunakan Suku Bunga Pinjaman Inkremental ("SBPI") pada tanggal permulaan sewa karena suku bunga implisit dalam sewa tidak dapat langsung ditentukan. Setelah tanggal permulaan, jumlah kewajiban sewa ditingkatkan untuk mencerminkan akresi bunga (atas efek diskonto) dan dikurangi untuk pembayaran sewa yang dilakukan. Selain itu, nilai tercatat liabilitas sewa diukur kembali jika terdapat modifikasi, perubahan masa sewa, perubahan pembayaran sewa, atau perubahan penilaian atas opsi untuk membeli aset pendasar.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

h. Leases (continued)

The Company as a Lessee (continued)

Right-of-use Assets

The Company recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities. The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term.

If ownership of the leased asset transfers to the Company at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also assessed for impairment (Note 2g).

Lease Liabilities

At the commencement date of the lease, the Company recognizes lease liabilities measured at the present value of lease payments to be made over the lease term.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Company and payments of penalties for terminating the lease, if the lease term reflects exercising the option to terminate. Variable lease payments that do not depend on an index or a rate are recognized as expenses in the period in which the event or condition that triggers the payment occurs.

In calculating the present value of lease payments, the Company uses its Incremental Borrowing Rate ("IBR") at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and reduced for the lease payments made. In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

h. Sewa (lanjutan)

Perusahaan sebagai Penyewa (lanjutan)

Sewa Jangka Pendek dan Sewa dengan Aset Bernilai Rendah

Perusahaan menerapkan pengecualian pengakuan sewa jangka pendek untuk sewa yang jangka waktu sewanya pendek (yaitu, sewa yang memiliki jangka waktu sewa 12 bulan atau kurang dari tanggal permulaan dan tidak memiliki opsi beli). Perusahaan juga menerapkan pengecualian pengakuan sewa dengan aset bernilai rendah untuk sewa yang aset pendasarnya dianggap bernilai rendah. Pembayaran sewa untuk sewa jangka pendek dan sewa dari aset bernilai rendah diakui sebagai beban dengan metode garis lurus selama masa sewa.

Perusahaan sebagai Pesewa

Sewa yang dalam pengaturannya Perusahaan tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan suatu aset diklasifikasikan sebagai sewa operasi. Pendapatan sewa yang timbul dicatat dengan metode garis lurus selama masa sewa dan diakui sebagai bagian dari pendapatan usaha pada laba rugi karena sifatnya. Biaya langsung awal yang terjadi dalam negosiasi dan pengaturan sewa operasi ditambahkan ke jumlah tercatat dari aset sewaan dan diakui selama masa sewa atas dasar yang sama dengan pendapatan sewa.

i. Pendapatan dari Kontrak dengan Pelanggan dan Pengakuan Beban

Pendapatan dari kontrak dengan pelanggan diakui ketika pengendalian atas barang atau jasa dialihkan kepada pelanggan pada suatu jumlah yang mencerminkan imbalan yang diharapkan Perusahaan sebagai imbalan atas barang atau jasa tersebut. Secara umum, Perusahaan menyimpulkan bahwa mereka bertindak sebagai prinsipal dalam pengaturan pendapatannya.

Piutang usaha merupakan hak Perusahaan atas sejumlah imbalan yang tidak bersyarat (yaitu, hanya berlalunya waktu yang perlu terjadi sebelum pembayaran imbalan tersebut jatuh tempo). Lihat kebijakan akuntansi aset keuangan di bagian "Instrumen Keuangan" mengenai pengakuan awal dan pengukuran selanjutnya (Catatan 2k).

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

h. Leases (continued)

The Company as a Lessee (continued)

Short-term Leases and Leases of Low-value Assets

The Company applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). The Company also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value underlying assets are recognized as expense on a straight-line basis over the lease term.

The Company as a Lessor

Leases in which the Company does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Lease income arising is accounted for on a straight-line basis over the lease terms and is included in other operating income in the profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as lease income.

i. Revenue from Contracts with Customers and Recognition of Expenses

Revenue from contracts with customers is recognized when control of the goods or services are transferred to the customers at an amount that reflects the consideration to which the Company expects to be entitled in exchange for those goods or services. The Company has generally concluded that it is the principal in its revenue arrangements.

Trade receivables represent the Company's right to an amount of consideration that is unconditional (i.e., only the passage of time is required before payment of the consideration is due). Refer to accounting policies of financial assets in "Financial Instruments" section regarding initial recognition and subsequent measurement (Note 2k).

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

i. Pendapatan dari Kontrak dengan Pelanggan dan Pengakuan Beban (lanjutan)

Jika pelanggan membayar imbalan sebelum Perusahaan mengalihkan barang atau jasa kepada pelanggan, liabilitas kontrak diakui pada saat pembayaran dilakukan atau pembayaran imbalan jatuh tempo (mana yang lebih awal). Liabilitas kontrak diakui sebagai pendapatan pada saat Perusahaan telah memenuhi apa yang harus dilaksanakan sesuai kontrak.

Penghasilan/Beban Bunga

Untuk semua instrumen keuangan yang diukur pada biaya perolehan diamortisasi, penghasilan atau beban bunga dicatat dengan menggunakan metode Suku Bunga Efektif ("SBE"), yaitu tingkat suku bunga digunakan mendiskontokan secara tepat estimasi pembayaran atau penerimaan arus kas di masa yang akan datang selama umur ekpektasian dari instrumen keuangan, atau jika lebih sesuai, selama periode yang lebih singkat, untuk jumlah tercatat neto dari aset atau liabilitas keuangan.

Beban

Beban diakui pada saat terjadinya (asas akrual).

j. Imbalan Kerja

Perusahaan mencatat penyisihan manfaat untuk memenuhi dan menutup imbalan minimum yang harus dibayar kepada karyawan-karyawan sesuai dengan Perjanjian Kerja Bersama, Peraturan Perusahaan, Undang-undang tentang Cipta Kerja No. 6/2023 ("UU Cipta Kerja"/"UUCK") dan Peraturan Pemerintah No. 35/2021. Penyisihan tambahan tersebut diestimasi dengan menggunakan perhitungan aktuarial metode "*Projected Unit Credit*".

Pengukuran kembali, terdiri atas keuntungan dan kerugian aktuarial, segera diakui pada laporan posisi keuangan dengan pengaruh langsung didebit atau dikreditkan kepada saldo laba melalui Penghasilan Komprehensif Lain ("PKL") pada periode terjadinya. Pengukuran kembali tidak direklasifikasi ke laba rugi pada periode berikutnya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

i. Revenue from Contracts with Customers and Recognition of Expenses (continued)

If a customer pays consideration before the Company transfers goods or services to the customer, a contract liability is recognized when the payment is made or the payment is due (whichever is earlier). Contract liabilities are recognized as revenue when the Company performs under the contract.

Interest Income/Expense

For all financial instruments measured at amortized cost, interest income or expense is recorded using the Effective Interest Rate ("EIR") method, which is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset or liability.

Expenses

Expenses are recognized when they are incurred (accrual basis).

j. Employee Benefits

The Company provides provisions on top of the benefits provided under defined contribution pension programs in order to meet and cover the minimum benefits required to be paid to the qualified employees under Collective Labor Agreement, Company's Policy, Government Regulation of Law No. 6/2023 (the "Cipta Kerja Law"/"UUCK") and Government Regulation No. 35/2021. The said additional provisions are estimated using actuarial calculations using the "Projected Unit Credit" method.

Re-measurements, comprising of actuarial gains and losses, are recognized immediately in the statement of financial position with a corresponding debit or credit to retained earnings through Other Comprehensive Income ("OCI") in the period in which they occur. Re-measurements are not reclassified to profit or loss in subsequent periods.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

j. Imbalan Kerja (lanjutan)

Biaya jasa lalu harus diakui sebagai beban pada saat yang lebih awal antara:
i. ketika program amandemen atau kurtailmen terjadi; dan
ii. ketika entitas mengakui biaya restrukturisasi atau imbalan terminasi terkait.

Bunga neto dihitung dengan menerapkan tingkat diskonto yang digunakan terhadap liabilitas imbalan kerja. Perusahaan mengakui perubahan berikut pada kewajiban obligasi neto pada akun "Beban Pokok Penghasilan", "Beban Penjualan" dan "Beban Umum dan Administrasi" pada laporan laba rugi dan penghasilan komprehensif lain:
i. Biaya jasa terdiri atas biaya jasa kini, biaya jasa lalu, keuntungan atau kerugian atas penyelesaian (*curtailment*) tidak rutin, dan

ii. Beban atau penghasilan bunga neto.

k. Instrumen Keuangan

Instrumen keuangan adalah setiap kontrak yang memberikan aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

Aset Keuangan

Pengakuan dan Pengukuran Awal

Pada pengakuan awal, Perusahaan mengukur aset keuangan pada nilai wajarnya ditambah biaya transaksi, dalam hal aset keuangan tidak diukur pada nilai wajar melalui laba rugi ("NWLR"). Piutang usaha yang tidak mengandung komponen pembiayaan yang signifikan, dimana Perusahaan telah menerapkan cara praktis, yaitu diukur pada harga transaksi yang ditentukan sesuai PSAK No. 115, "Pendapatan dari Kontrak dengan Pelanggan", seperti diungkapkan pada Catatan 2i.

Agar aset keuangan diklasifikasikan dan diukur pada biaya perolehan diamortisasi atau NWPKL, aset keuangan harus menghasilkan arus kas yang semata dari pembayaran pokok dan bunga ("SPPB") dari jumlah pokok terutang. Penilaian ini disebut sebagai uji SPPB dan dilakukan pada tingkat instrumen.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

j. Employee Benefits (continued)

Past service costs are recognized in profit or loss at the earlier between:
i. the date of the plan amendment or curtailment; and
ii. the date the Company recognizes related restructuring costs.

Net interest is calculated by applying the discount rate to the net defined benefit liability. The Company recognizes the following changes in the net defined benefit obligation under "Cost of Revenues", "Selling Expenses" and "General and Administrative Expenses" as appropriate in the statement of profit or loss and other comprehensive income:
i. Service costs comprising current service costs, past-service costs, gains or losses on curtailments and non-routine settlements, and
ii. Net interest expense or income.

k. Financial Instruments

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

Financial Assets

Initial Recognition and Measurement

At initial recognition, the Company measures a financial asset at its fair value plus transaction costs, in the case of a financial asset not at fair value through profit or loss ("FVTPL"). Trade receivables that do not contain a significant financing component, for which the Company has applied the practical expedient are measured at the transaction price determined under PSAK No. 115, "Revenue from Contracts with Customers", as disclosed in Note 2i.

In order for a financial asset to be classified and measured at amortized cost or FVOCI, it needs to give rise to cash flows that are 'solely payments of principal and interest ("SPPI")' on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Instrumen Keuangan (lanjutan)

Aset Keuangan (lanjutan)

Pengakuan dan Pengukuran Awal (lanjutan)

Model bisnis Perusahaan untuk mengelola aset keuangan mengacu pada bagaimana mereka mengelola aset keuangannya untuk menghasilkan arus kas. Model bisnis menentukan apakah arus kas akan dihasilkan dari penerimaan arus kas kontraktual, penjualan aset keuangan, atau keduanya.

Pengukuran Selanjutnya

Untuk tujuan pengukuran selanjutnya, aset keuangan diklasifikasikan dalam empat kategori:
- Aset keuangan pada biaya perolehan diamortisasi (instrumen utang),
- Aset keuangan pada NWPKL dengan reklasifikasi ke keuntungan dan kerugian kumulatif (instrumen utang),
- Aset keuangan pada NWPKL tanpa reklasifikasi ke keuntungan dan kerugian kumulatif atas pelepasan (instrumen ekuitas), dan
- NWLR.

Pengukuran selanjutnya dari aset keuangan tergantung kepada klasifikasi masing-masing aset keuangan seperti berikut ini:

Aset Keuangan pada Biaya Perolehan Diamortisasi (Instrumen Utang)

Perusahaan mengukur aset keuangan pada biaya perolehan diamortisasi jika kedua kondisi berikut terpenuhi:
- Aset keuangan dimiliki dalam model bisnis dengan tujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual, dan
- Persyaratan kontraktual dari aset keuangan menghasilkan arus kas pada tanggal tertentu yang merupakan SPPB dari jumlah pokok terutang.

Aset keuangan yang diukur pada biaya perolehan diamortisasi selanjutnya diukur dengan menggunakan metode SBE dan menjadi subyek penurunan nilai. Keuntungan dan kerugian diakui dalam laba rugi pada saat aset dihentikan pengakuannya, dimodifikasi atau diturunkan nilainya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Financial Instruments (continued)

Financial Assets (continued)

Initial Recognition and Measurement (continued)

The Company's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent Measurement

For purposes of subsequent measurement, financial assets are classified in four categories:
- *Financial assets at amortized cost (debt instruments),*
- *Financial assets at FVOCI with recycling of cumulative gains and losses (debt instruments),*
- *Financial assets designated at FVOCI with no recycling of cumulative gains and losses upon derecognition (equity instruments), and*
- *FVTPL.*

The subsequent measurement of financial assets depends on their classification as described below:

Financial Assets at Amortized Cost (Debt Instruments)

The Company measures financial assets at amortized cost if both of the following conditions are met:
- *The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and*
- *The contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding.*

Financial assets at amortized cost are subsequently measured using the EIR method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Instrumen Keuangan (lanjutan)

Aset Keuangan (lanjutan)

Pengukuran Selanjutnya (lanjutan)

Pengukuran selanjutnya dari aset keuangan tergantung kepada klasifikasi masing-masing aset keuangan seperti berikut ini: (lanjutan)

Aset Keuangan pada Biaya Perolehan Diamortisasi (Instrumen Utang) (lanjutan)

Aset keuangan Perusahaan yang diukur pada biaya perolehan diamortisasi termasuk kas dan bank, piutang usaha, piutang non-usaha dan uang jaminan.

Aset Keuangan pada NWPKL (Instrumen Utang)

Untuk instrumen utang yang diukur pada NWPKL, pendapatan bunga, revaluasi mata uang asing dan kerugian penurunan nilai atau pembalikan diakui dalam laporan laba rugi dan dihitung dengan cara yang sama seperti untuk aset keuangan yang diukur pada biaya perolehan diamortisasi. Perubahan nilai wajar yang tersisa diakui di PKL. Pada saat penghentian pengakuan, perubahan nilai wajar kumulatif yang diakui di PKL direklasifikasi ke laba rugi. Perusahaan tidak memiliki instrumen utang yang diukur pada NWPKL.

Aset Keuangan pada NWPKL Tanpa Reklasifikasi Keuntungan dan Kerugian Kumulatif Setelah Pelepasan (Instrumen Ekuitas)

Pada pengakuan awal, Perusahaan dapat memilih untuk menetapkan klasifikasi yang tak terbatalkan atas investasi pada instrumen ekuitas sebagai NWPKL jika memenuhi definisi ekuitas sesuai PSAK No. 232, "Instrumen Keuangan: Penyajian" dan tidak dimiliki untuk diperdagangkan. Klasifikasi ditentukan atas basis instrumen per instrumen.

Keuntungan dan kerugian atas aset keuangan ini tidak pernah direklasifikasi ke laba rugi, dan aset keuangan ini tidak menjadi subyek penurunan nilai. Dividen diakui sebagai penghasilan lain-lain dalam laba rugi pada saat hak atas pembayaran telah ditetapkan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Financial Instruments (continued)

Financial Assets (continued)

Subsequent Measurement (continued)

The subsequent measurement of financial assets depends on their classification as described below: (continued)

Financial Assets at Amortized Cost (Debt Instruments) (continued)

The Company's financial assets at amortized cost include cash on hand and in banks, trade receivables, non-trade receivables and security deposits.

Financial Assets at FVOCI (Debt Instruments)

For debt instruments at FVOCI, interest income, foreign exchange revaluation and impairment losses or reversals are recognized in the statement of profit or loss and computed in the same manner as for financial assets measured at amortized cost. The remaining fair value changes are recognized in OCI. Upon derecognition, the cumulative fair value change recognized in OCI is recycled to profit or loss. The Company has no debt instruments measured at FVOCI.

Financial Assets Designated at FVOCI with No Recycling of Cumulative Gains and Losses upon Derecognition (Equity Instruments)

Upon initial recognition, the Company can elect to classify irrevocably its investments in equity instruments at FVOCI when they meet the definition of equity under PSAK No. 232, "Financial instruments: Presentation" and are not held for trading. The classification is determined on an instrument-by-instrument basis.

Gains and losses on these financial assets are never recycled to profit or loss, and these financial assets are not subject to impairment assessment. Dividends are recognized as other income in the profit or loss when the right of payment has been established.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Instrumen Keuangan (lanjutan)

Aset Keuangan (lanjutan)

Pengukuran Selanjutnya (lanjutan)

Pengukuran selanjutnya dari aset keuangan tergantung kepada klasifikasi masing-masing aset keuangan seperti berikut ini: (lanjutan)

Aset Keuangan pada NWPKL Tanpa Reklasifikasi Keuntungan dan Kerugian Kumulatif Setelah Pelepasan (Instrumen Ekuitas) (lanjutan)

Perusahaan memilih untuk menetapkan klasifikasi yang tak terbatalkan atas investasi pada instrumen ekuitas yang tidak terdaftar di bursa disajikan sebagai "Aset Keuangan Tidak Lancar".

Aset Keuangan pada Nilai Wajar Melalui Laba Rugi ("NWLR")

Aset keuangan pada NWLR tercatat dalam laporan posisi keuangan pada nilai wajar dengan perubahan neto nilai wajar yang diakui dalam laporan laba rugi.

Kategori ini termasuk instrumen derivatif dan investasi ekuitas yang diperdagangkan di bursa efek yang mana oleh Perusahaan diklasifikasikan secara tak terbatalkan pada NWPKL. Dividen atas investasi ekuitas yang tercatat di bursa diakui sebagai pendapatan lain-lain dalam laporan laba rugi pada saat hak atas pembayaran telah ditetapkan.

Derivatif melekat dalam kontrak hibrida, dengan liabilitas keuangan atau kontrak derivatif non-keuangan, dipisahkan dari kontrak utamanya dan dicatat sebagai derivatif terpisah jika: karakteristik ekonomi dan risiko tidak berkaitan erat dengan kontrak utamanya; derivatif terpisah dengan persyaratan yang sama dengan derivatif melekat akan memenuhi definisi derivatif; dan kontrak hibrida ini tidak diukur pada NWLR. Derivatif melekat diukur pada nilai wajar dengan perubahan nilai wajar diakui dalam laba rugi. Penilaian ulang hanya terjadi jika terdapat perubahan baik dalam persyaratan kontrak yang secara signifikan mengubah arus kas yang sebaliknya akan diperlukan, atau reklasifikasi derivatif keuangan di luar dari kategori NWLR. Perusahaan memiliki derivatif keuangan yang diukur pada NWLR dan dicatat sebagai piutang derivatif.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Financial Instruments (continued)

Financial Assets (continued)

Subsequent Measurement (continued)

The subsequent measurement of financial assets depends on their classification as described below: (continued)

Financial Assets Designated at FVOCI with No Recycling of Cumulative Gains and Losses upon Derecognition (Equity Instruments) (continued)

The Company elected to classify irrevocably under this category its non-listed equity investments presented under "Non-current Financial Assets".

Financial Assets at Fair Value Through Profit or Loss ("FVTPL")

Financial assets at FVTPL are carried in the statement of financial position at fair value with net changes in fair value recognized in the statement of profit or loss.

This category includes derivative instruments and listed equity investments which the Company had not irrevocably elected to classify at FVOCI. Dividends on listed equity investments are recognized as other income in the statement of profit or loss when the right of payment has been established.

A derivative embedded in a hybrid contract, with a financial liability or non-financial host, is separated from the host and accounted for as a separate derivative if: the economic characteristics and risks are not closely related to the host; a separate instrument with the same terms as the embedded derivative would meet the definition of a derivative; and the hybrid contract is not measured at FVTPL. Embedded derivatives are measured at fair value with changes in fair value recognized in profit or loss. Reassessment only occurs if there is either a change in the terms of the contract that significantly modifies the cash flows that would otherwise be required or a reclassification of a financial asset out of the FVTPL category. The Company has financial assets measured as FVTPL and recorded as derivative receivables.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Instrumen Keuangan (lanjutan)

Aset Keuangan (lanjutan)

Penghentian Pengakuan

Aset keuangan (atau, sesuai dengan kondisinya, bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa) terutama dihentikan pengakuannya (yaitu, dihapuskan dari laporan posisi keuangan Perusahaan) ketika:

- Hak untuk menerima arus kas dari aset telah berakhir, atau
- Perusahaan telah mengalihkan haknya untuk menerima arus kas dari aset atau menanggung kewajiban untuk membayar arus kas yang diterima tersebut secara penuh tanpa penundaan yang material kepada pihak ketiga berdasarkan kesepakatan "*pass-through*"; dan salah satu dari (a) Perusahaan telah mengalihkan secara substansial seluruh risiko dan manfaat atas aset, atau (b) Perusahaan tidak mengalihkan maupun tidak memiliki secara substansial atas seluruh risiko dan manfaat atas aset, tetapi telah mengalihkan kendali atas aset.

Ketika Perusahaan telah mengalihkan haknya untuk menerima arus kas dari suatu aset atau telah menandatangani kesepakatan "*pass-through*", Perusahaan mengevaluasi jika, dan sejauh mana, Perusahaan masih mempertahankan risiko dan manfaat atas kepemilikan aset. Ketika Perusahaan tidak mengalihkan maupun seluruh risiko dan manfaat atas aset dipertahankan secara substansial, maupun tidak mengalihkan kendali atas aset, Perusahaan tetap mengakui aset yang dialihkan sebesar keterlibatan berkelanjutannya. Dalam kasus tersebut, Perusahaan juga mengakui liabilitas terkait. Aset yang dialihkan dan liabilitas terkait diukur dengan basis yang mencerminkan hak dan kewajiban yang masih dipertahankan oleh Perusahaan.

Keterlibatan berkelanjutan dalam bentuk jaminan atas aset yang ditransfer, diukur pada nilai yang lebih rendah antara jumlah tercatat awal aset dan jumlah maksimum imbalan yang dibutuhkan oleh Perusahaan untuk membayar kembali.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Financial Instruments (continued)

Financial Assets (continued)

Derecognition

A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the Company's statement of financial position) when:

- *The rights to receive cash flows from the asset have expired, or*
- *The Company has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement; and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.*

When the Company has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Company continues to recognize the transferred asset to the extent of its continuing involvement. In that case, the Company also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Company could be required to repay.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Instrumen Keuangan (lanjutan)

Aset Keuangan (lanjutan)

Penurunan Nilai

Perusahaan mengakui cadangan kerugian kredit ekspektasian ("KKE") untuk semua instrumen utang yang bukan diukur pada NWLR dan kontrak jaminan keuangan. KKE ditentukan atas perbedaan antara arus kas kontraktual menurut kontrak dan semua arus kas yang diharapkan akan diterima oleh Perusahaan, yang didiskontokan dengan perkiraan SBE orisinal. Arus kas yang diharapkan mencakup setiap arus kas dari penjualan agunan yang dimiliki atau perbaikan kredit lainnya yang merupakan bagian yang tidak terpisahkan dalam ketentuan kontrak.

KKE diakui dalam dua tahap. Bila belum terdapat peningkatan risiko kredit signifikan sejak pengakuan awal, KKE diakui untuk kerugian kredit yang dihasilkan dari peristiwa gagal bayar yang mungkin terjadi dalam jangka waktu 12 bulan ke depan (KKE 12 bulan). Namun, bila telah terdapat peningkatan signifikan risiko kredit sejak pengakuan awal, penyisihan kerugian diakui untuk kerugian kredit yang diperkirakan selama sisa umur aset, tanpa mempertimbangkan waktu gagal bayar (KKE sepanjang umurnya).

Karena piutang usaha tidak memiliki komponen pembiayaan signifikan, Perusahaan menerapkan pendekatan yang disederhanakan dalam perhitungan KKE. Oleh karena itu, Perusahaan tidak menelusuri perubahan dalam risiko kredit, namun justru mengakui penyisihan kerugian berdasarkan KKE sepanjang umurnya pada setiap tanggal pelaporan. Perusahaan membentuk matriks provisi berdasarkan pengalaman kerugian kredit masa lampau, disesuaikan dengan perkiraan masa depan (*forward-looking*) atas faktor yang spesifik untuk pelanggan dan lingkungan ekonomi.

Liabilitas Keuangan

Pengakuan dan Pengukuran Awal

Liabilitas keuangan diklasifikasikan, pada pengakuan awal, sebagai liabilitas keuangan yang diukur pada NWLR, utang dan pinjaman ditetapkan sesuai dengan kondisinya atau liabilitas keuangan pada biaya perolehan diamortisasi.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Financial Instruments (continued)

Financial Assets (continued)

Impairment

The Company recognizes an allowance for expected credit loss ("ECL") for all debt instruments not held at FVTPL and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Company expects to receive, discounted at an approximation of the original EIR. The expected cash flows include any cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. When there have not been significant increases in credit risks since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). But, when there have been significant increases in credit risks since initial recognition, a loss allowance is recognized for credit losses expected over the remaining life of the asset, irrespective of timing of the default (a lifetime ECL).

Because its trade receivables do not contain significant financing component, the Company applies a simplified approach in calculating ECL. Therefore, the Company does not track changes in credit risk, but instead recognizes a loss allowance based on lifetime ECL at each reporting date. The Company established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the customers and the economic environment.

Financial Liabilities

Initial Recognition and Measurement

Financial liabilities are classified, at initial recognition, as financial liabilities at FVTPL, loans and borrowings as appropriate or financial liabilities as amortized cost.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Instrumen Keuangan (lanjutan)

Liabilitas Keuangan (lanjutan)

Pengakuan dan Pengukuran Awal (lanjutan)

Semua liabilitas keuangan diakui pada nilai wajar saat pengakuan awal dan, dalam hal liabilitas keuangan diklasifikasi sebagai utang dan pinjaman, diakui pada nilai wajar setelah dikurangi biaya transaksi yang dapat diatribusikan secara langsung.

Perusahaan menetapkan liabilitas keuangannya sebagai utang dan pinjaman, seperti utang bank jangka pendek, utang usaha, utang non-usaha, beban akrual dan liabilitas imbalan kerja jangka pendek. Perusahaan tidak memiliki liabilitas keuangan yang diukur pada NWLR.

Pengukuran Selanjutnya

Pengukuran selanjutnya dari liabilitas keuangan ditentukan oleh klasifikasinya sebagai berikut:

Liabilitas Keuangan pada Biaya Perolehan Diamortisasi (Utang dan Pinjaman)

i. Utang dan Pinjaman Jangka Panjang yang Dikenakan Bunga

Setelah pengakuan awal, utang dan pinjaman jangka panjang yang berbunga diukur pada biaya perolehan yang diamortisasi dengan menggunakan metode SBE. Pada tanggal pelaporan, biaya bunga yang masih harus dibayar dicatat secara terpisah dari pokok pinjaman terkait, dalam bagian liabilitas jangka pendek. Keuntungan dan kerugian diakui pada laba rugi ketika liabilitas dihentikan pengakuannya maupun melalui proses amortisasi menggunakan metode SBE.

Biaya amortisasi dihitung dengan mempertimbangkan setiap diskonto atau premium atas akusisi dan komisi atau biaya yang merupakan bagian tidak terpisahkan dari SBE. Amortisasi SBE dicatat sebagai beban keuangan pada laba rugi.

ii. Utang dan Akrual

Liabilitas untuk utang bank jangka pendek, utang usaha dan utang non-usaha jangka pendek, beban akrual dan liabilitas imbalan kerja jangka pendek dinyatakan sebesar jumlah tercatat (jumlah nosional), yang kurang lebih sebesar nilai wajarnya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Financial Instruments (continued)

Financial Liabilities (continued)

Initial Recognition and Measurement (continued)

All financial liabilities are recognized initially at fair value and, in the case of loans and borrowings and payables, net of directly attributable transaction costs.

The Company designates its financial liabilities as loans and borrowings, such as short-term bank loans, trade payables, non-trade payables, accrued expenses and short-term employee benefits liability. The Company has no financial liabilities measured at FVTPL.

Subsequent Measurement

The subsequent measurement of financial liabilities depends on their classification as described below:

Financial Liabilities at Amortized Cost (Loans and Borrowings)

i. Long-term Interest-bearing Loans and Borrowings

Subsequent to initial recognition, long-term interest-bearing loans and borrowings are measured at amortized acquisition costs using EIR method. At the reporting dates, accrued interest is recorded separately from the associated borrowings within the current liabilities section. Gains and losses are recognized in the profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fee or costs that are an integral part of the EIR. The EIR amortization is included in finance costs in the profit or loss.

ii. Payables and Accruals

Liabilities for short-term bank loans, current trade payables and non-trade payables, accrued expenses and short-term employee benefits liability are stated at carrying amounts (notional amounts), which approximate their fair values.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

k. Instrumen Keuangan (lanjutan)

Liabilitas Keuangan (lanjutan)

Penghentian Pengakuan

Suatu liabilitas keuangan dihentikan pengakuannya pada saat kewajiban yang ditetapkan dalam kontrak berakhir atau dibatalkan atau kedaluwarsa.

Ketika sebuah liabilitas keuangan ditukar dengan liabilitas keuangan lain dari pemberi pinjaman yang sama atas persyaratan yang secara substansial berbeda, atau bila persyaratan dari liabilitas keuangan tersebut secara substansial dimodifikasi, pertukaran atau modifikasi persyaratan tersebut dicatat sebagai penghentian pengakuan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru, dan selisih antara nilai tercatat masing-masing liabilitas keuangan tersebut diakui pada laba rugi.

Saling Hapus Instrumen Keuangan

Aset keuangan dan liabilitas keuangan disalinghapuskan dan nilai netonya disajikan dalam laporan posisi keuangan jika, dan hanya jika, terdapat hak secara hukum untuk melakukan saling hapus atas jumlah tercatat dari aset keuangan dan liabilitas keuangan tersebut dan terdapat intensi untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

l. Instrumen Keuangan Derivatif

Pengakuan dan Pengukuran Awal

Perusahaan menggunakan instrumen keuangan derivatif, seperti kontrak mata uang *forward* untuk melindungi risiko mata uang asing. Instrumen keuangan derivatif tersebut pada awalnya diakui pada nilai wajar pada saat kontrak derivatif ditandatangani dan kemudian dinilai kembali pada nilai wajar. Derivatif dicatat sebagai aset keuangan ketika nilai wajarnya positif dan sebagai liabilitas keuangan ketika nilai wajarnya negatif.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

k. Financial Instruments (continued)

Financial Liabilities (continued)

Derecognition

A financial liability is derecognized when the obligation under the contract is discharged or cancelled or expired.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as derecognition of the original liability and recognition of a new liability, and the difference in the respective carrying amounts is recognized in the profit or loss.

Offsetting of Financial Instruments

Financial assets and financial liabilities are offset, and the net amount reported in the statement of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis, or to realize the assets and settle the liabilities simultaneously.

l. Derivative Financial Instruments

Initial Recognition and Measurement

The Company uses derivative financial instruments, such as forward currency contracts, to hedge its foreign currency risks. Such derivative financial instruments are initially recognized at fair value on the date on which a derivative contract is entered into and are subsequently re-measured at fair value. Derivatives are carried as financial assets when the fair value is positive and as financial liabilities when the fair value is negative.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

I. Instrumen Keuangan Derivatif (lanjutan)

Pengakuan dan Pengukuran Awal (lanjutan)

Untuk tujuan akuntansi lindung nilai, lindung nilai diklasifikasikan sebagai:

- Lindung nilai nilai wajar ketika melakukan lindung nilai atas eksposur terhadap perubahan nilai wajar aset atau liabilitas yang diakui atau komitmen pasti yang tidak diakui.
- Lindung nilai arus kas ketika melakukan lindung nilai atas eksposur terhadap variabilitas dalam arus kas yang dapat diatribusikan pada risiko tertentu yang terkait dengan aset atau liabilitas yang diakui atau prakiraan transaksi yang kemungkinan besar terjadi atau risiko mata uang asing dalam komitmen pasti yang tidak diakui.
- Lindung nilai investasi neto kegiatan usaha luar negeri.

Pada saat insepsi hubungan lindung nilai, Perusahaan secara formal menetapkan dan mendokumentasikan hubungan lindung nilai yang mana ingin diterapkan akuntansi lindung nilai dan tujuan serta strategi manajemen risiko untuk melakukan lindung nilai.

Dokumentasi mencakup identifikasi instrumen lindung nilai, *item* lindung nilai, sifat risiko yang dilindung nilai dan bagaimana Perusahaan akan menilai apakah hubungan lindung nilai memenuhi persyaratan efektivitas lindung nilai (termasuk analisis sumber ketidakefektifan lindung nilai dan bagaimana rasio lindung nilai ditentukan). Hubungan lindung nilai memenuhi syarat untuk akuntansi lindung nilai jika memenuhi semua persyaratan efektivitas berikut:

- Ada 'hubungan ekonomik' antara *item* lindung nilai dan instrumen lindung nilai.
- Pengaruh risiko kredit tidak 'mendominasi perubahan nilai' yang dihasilkan dari hubungan ekonomik tersebut.
- Rasio lindung nilai dari hubungan lindung nilai adalah rasio yang sama yang dihasilkan dari kuantitas *item* lindung nilaian yang aktual digunakan oleh Perusahaan melindungi nilai sejumlah kuantitas instrumen lindung nilaian yang secara aktual digunakan oleh Perusahaan untuk melindungi sejumlah kuantitas *item* lindung nilaian.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

I. Derivative Financial Instruments (continued)

Initial Recognition and Measurement (continued)

For the purpose of hedge accounting, hedges are classified as:

- *Fair value hedges when hedging the exposure to changes in the fair value of a recognized asset or liability or an unrecognized firm commitment.*
- *Cash flow hedges when hedging the exposure to variability in cash flows that is either attributable to a particular risk associated with a recognized asset or liability or a highly probable forecast transaction or the foreign currency risk in an unrecognized firm commitment.*
- *Hedges of a net investment in a foreign operation.*

At the inception of a hedge relationship, the Company formally designates and documents the hedge relationship to which it wishes to apply hedge accounting and the risk management objective and strategy for undertaking the hedge.

The documentation includes identification of the hedging instrument, the hedged item, the nature of the risk being hedged and how the Company will assess whether the hedging relationship meets the hedge effectiveness requirements (including the analysis of sources of hedge ineffectiveness and how the hedge ratio is determined). A hedging relationship qualifies for hedge accounting if it meets all of the following effectiveness requirements:

- *There is 'an economic relationship' between the hedged item and the hedging instrument.*
- *The effect of credit risk does not 'dominate the value changes' that result from that economic relationship.*
- *The hedge ratio of the hedging relationship is the same as that resulting from the quantity of the hedged item that the Company actually hedges and the quantity of the hedging instrument that the Company actually uses to hedge that quantity of hedged item.*

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

l. Instrumen Keuangan Derivatif (lanjutan)

Pengakuan dan Pengukuran Awal (lanjutan)

Lindung nilai yang memenuhi semua kriteria kualifikasian untuk akuntansi lindung nilai yang dicatat, seperti yang dijelaskan di bawah ini:

Lindung Nilai atas Nilai Wajar

Perubahan nilai wajar instrumen lindung nilai diakui dalam laporan laba rugi sebagai beban lain-lain. Perubahan nilai wajar *item* lindung nilaian yang disebabkan oleh risiko yang lindung nilai dicatat sebagai bagian dari jumlah tercatat *item* lindung nilaian dan juga diakui dalam laporan laba rugi sebagai beban lain-lain.

Untuk lindung nilai atas nilai wajar terkait dengan *item* yang dicatat pada biaya perolehan diamortisasi, setiap penyesuaian jumlah tercatat diamortisasi melalui laba rugi selama sisa jangka waktu lindung nilai dengan menggunakan metode SBE.

Amortisasi SBE dapat dimulai segera setelah penyesuaian terjadi dan tidak lebih dari saat *item* lindung nilaian tidak lagi disesuaikan dengan perubahan nilai wajarnya yang dapat diatribusi untuk risiko yang dilindungi nilai.

Jika *item* lindung nilaian dihentikan pengakuannya, nilai wajar yang belum diamortisasi langsung segera diakui dalam laba rugi.

Ketika komitmen pasti yang belum diakui ditetapkan sebagai *item* lindung nilaian, perubahan kumulatif selanjutnya dari nilai wajar komitmen pasti yang diatribusikan pada risiko yang dilindungi nilai tersebut diakui sebagai aset atau liabilitas dengan keuntungan atau kerugian terkait yang diakui dalam laba rugi.

m. Transaksi dan Saldo dalam Mata Uang Asing

Perusahaan mempertimbangkan indikator utama dan indikator lainnya dalam menentukan mata uang fungsionalnya, jika ada indikator yang tercampur dan mata uang fungsional tidak jelas, manajemen menggunakan penilaian untuk menentukan mata uang fungsional yang paling tepat menggambarkan pengaruh ekonomi dari transaksi, kejadian dan kondisi yang mendasarinya.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

l. Derivative Financial Instruments (continued)

Initial Recognition and Measurement (continued)

Hedges that meet all the qualifying criteria for hedge accounting are accounted for, as described below:

Fair Value Hedges

The change in the fair value of a hedging instrument is recognized in the statement of profit or loss as other expense. The change in the fair value of the hedged item attributable to the risk hedged is recorded as part of the carrying value of the hedged item and is also recognized in the statement of profit or loss as other expense.

For fair value hedges relating to items carried at amortized cost, any adjustment to carrying value is amortized through profit or loss over the remaining term of the hedge using the EIR method.

The EIR amortization may begin as soon as an adjustment exists and no later than when the hedged item ceases to be adjusted for changes in its fair value attributable to the risk being hedged.

If the hedged item is derecognized, the unamortized fair value is recognized immediately in profit or loss.

When an unrecognized firm commitment is designated as a hedged item, the subsequent cumulative change in the fair value of the firm commitment attributable to the hedged risk is recognized as an asset or liability with a corresponding gain or loss recognized in profit or loss.

m. Foreign Currency Transactions and Balances

The Company considers the primary indicators and other indicators in determining its functional currency, if indicators are mixed and the functional currency is not obvious, management uses its judgment to determine the functional currency that most faithfully represents the economic effects of the underlying transactions, events and conditions.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

m. Transaksi dan Saldo dalam Mata Uang Asing (lanjutan)

Laporan keuangan disajikan dalam Dolar AS, yang merupakan mata uang fungsional Perusahaan. Transaksi dalam mata uang selain Dolar AS dicatat ke dalam Dolar AS berdasarkan nilai tukar yang berlaku pada saat transaksi dilakukan. Pada tanggal laporan posisi keuangan, aset dan liabilitas moneter dalam mata uang selain Dolar AS disesuaikan ke dalam mata uang Dolar AS berdasarkan kurs tengah transaksi Bank Indonesia yang berlaku pada tanggal tersebut. Laba atau rugi kurs yang terjadi, dikreditkan atau dibebankan pada operasi tahun berjalan.

Pada tanggal 31 Maret 2026 dan 2025, kurs terhadap Dolar AS yang digunakan, dihitung berdasarkan rata-rata kurs tukar transaksi yang diterbitkan oleh Bank Indonesia sebagai berikut:

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

m. Foreign Currency Transactions and Balances (continued)

The financial statements are presented in US Dollar, which is the Company's functional currency. Transactions in currencies other than US Dollar are recorded in US Dollar amounts at the prevailing exchange rate at the time the transactions are conducted. At statement of financial position date, monetary assets and liabilities denominated in currencies other than US Dollar are adjusted to US Dollar based on Bank Indonesia's middle rate of transactions applicable on that date. The resulting gains or losses are credited or charged to operations of the current year.

As of March 31, 2026 and 2025, the rates of exchange to US Dollar used, computed by taking the average of the transaction exchange rate by Bank Indonesia, are as follows:

	31 Maret 2026/ *March 31, 2026*	**31 Maret 2025/ *March 31, 2025***	
1 Dolar Singapura (SGD)	0,7757362	0,7479160	*1 Singapore Dollar (SGD)*
1 Yen Jepang (¥JP)	0,0062586	0,0066492	*1 Japanese Yen (JP¥)*
10.000 Rupiah (Rp)	0,5884776	0,6028454	*10,000 Rupiah (Rp)*
1 Dolar Australia (AUD)	0,6851006	0,6318507	*1 Australian Dollar (AUD)*

n. Perpajakan

Pajak Final

Sesuai peraturan perpajakan di Indonesia, pajak final dikenakan atas nilai bruto transaksi, dan tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian.

Pajak final tersebut tidak termasuk dalam lingkup yang diatur oleh PSAK No. 212, "Pajak Penghasilan".

Pajak Penghasilan Kini

Aset dan liabilitas pajak kini untuk periode berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan. Tarif pajak dan peraturan pajak yang digunakan untuk menghitung jumlah tersebut adalah yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan di negara tempat Perusahaan beroperasi dan menghasilkan pendapatan kena pajak.

n. Taxation

Final Tax

In accordance with the tax regulation in Indonesia, final tax is applied to the gross value of transactions, even when the parties carrying the transaction recognizing losses.

Final tax is scope out from PSAK No. 212, "Income Taxes".

Current Income Tax

Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authority. The tax rates and tax laws used to compute the amount are those that have been enacted or substantively enacted as at the reporting date in the countries where the Company operates and generates taxable income.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Perpajakan (lanjutan)

Pajak Penghasilan Kini (lanjutan)

Bunga dan denda disajikan sebagai bagian dari penghasilan atau beban operasi lain karena tidak dianggap sebagai bagian dari beban pajak penghasilan.

Pajak penghasilan kini terkait dengan pos-pos yang diakui secara langsung di ekuitas diakui dalam ekuitas dan bukan dalam laporan laba rugi. Manajemen secara berkala mengevaluasi posisi yang diambil dalam Surat Pemberitahuan Tahunan ("SPT") sehubungan dengan situasi di mana peraturan perpajakan yang berlaku tunduk pada interpretasi dan menetapkan ketentuan yang sesuai.

Sebagai tanggapan terhadap penerapan kerangka Pilar Dua Organisasi untuk Kerja Sama dan Pembangunan Ekonomi (*Organization for Economic Co-operation and Development* atau "OECD"), pada tanggal 31 Desember 2024, Pemerintah Indonesia menerapkan kerangka Pilar Dua melalui Peraturan Menteri Keuangan No. 136/2024 (PMK 136/2024). Aturan model Pilar Dua sebagaimana diterapkan dalam PMK 136/2024 akan berlaku untuk tahun fiskal yang dimulai pada atau setelah tanggal 1 Januari 2025. Untuk tahun yang berakhir pada tanggal 31 Maret 2026, Perusahaan telah menerapkan amandemen PSAK No. 212, "Pajak Penghasilan", yang memberikan pengecualian wajib sementara dari pengakuan atau pengungkapan pajak tangguhan terkait Pilar Dua. PMK 136/2024 menerapkan mekanisme perpajakan baru yang mensyaratkan Perusahaan Multinasional ("PMN") untuk membayar pajak tambahan pada yurisdiksi tertentu ketika tarif pajak efektif yang ditentukan per yurisdiksi menurut Pilar 2 lebih rendah dari tarif minimum 15%.

Pajak Tangguhan

Pajak tangguhan diakui dengan menggunakan metode liabilitas atas perbedaan temporer pada tanggal pelaporan antara dasar pengenaan pajak dari aset dan liabilitas dan jumlah tercatatnya untuk tujuan pelaporan keuangan pada tanggal pelaporan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Taxation (continued)

Current Income Tax (continued)

Interests and penalties are presented as part of other operating income or expenses since they are not considered as part of the income tax expense.

Current income tax relating to items recognized directly in equity is recognized in equity and not in the statement of profit or loss. Management periodically evaluates positions taken in the tax returns with respect to situations in which applicable tax regulations are subject to interpretation and establishes provisions where appropriate.

In response to the implementation of the Organization for Economic Co-operation and Development ("OECD") Pillar Two framework, on December 31, 2024, Indonesian Government implemented Pillar Two framework through Ministry of Finance Regulation No. 136/2024 (PMK 136/2024). The Pillar Two model rules as implemented under PMK 136/2024 will take effect for fiscal years beginning on or after January 1, 2025. For the year ended March 31, 2026, the Company has applied amendments to PSAK No. 212, "Income Taxes", which provide mandatory temporary exception from recognizing or disclosing deferred taxes related to Pillar Two. PMK 136/2024 applies new taxing mechanisms under which a Multinational Enterprises ("MNE") should pay a top-up tax in a jurisdiction whenever their efective tax rate, determined on a jurisdictional basis under the Pillar 2, is below a 15% minimum rate.

Deferred Tax

Deferred tax is provided using the liability method on temporary differences at the reporting date between the tax bases of assets and liabilities and their carrying amounts for financial reporting purposes at the reporting date.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Perpajakan (lanjutan)

Pajak Tangguhan (lanjutan)

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer yang kena pajak, kecuali:
i) liabilitas pajak tangguhan yang terjadi dari pengakuan awal *goodwill* atau dari aset atau liabilitas dari transaksi yang bukan transaksi kombinasi bisnis, dan pada waktu transaksi tidak memengaruhi laba akuntansi dan laba kena pajak/rugi pajak;
ii) dari perbedaan temporer kena pajak atas investasi pada entitas anak, yang saat pembalikannya dapat dikendalikan dan besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat.

Aset pajak tangguhan diakui untuk seluruh perbedaan temporer yang dapat dikurangkan dan akumulasi rugi pajak belum dikompensasi, bila kemungkinan besar laba kena pajak akan tersedia sehingga perbedaan temporer dapat dikurangkan tersebut, dan rugi pajak belum dikompensasi dapat dimanfaatkan, kecuali:
i) jika aset pajak tangguhan timbul dari pengakuan awal aset atau liabilitas dalam transaksi yang bukan transaksi kombinasi bisnis, dan pada waktu transaksi tidak memengaruhi laba akuntansi maupun laba kena pajak/rugi pajak; atau

ii) dari perbedaan temporer yang dapat dikurangkan atas investasi pada entitas anak, aset pajak tangguhan hanya diakui bila besar kemungkinannya bahwa beda temporer itu tidak akan dibalik dalam waktu dekat dan laba kena pajak dapat dikompensasi dengan beda temporer tersebut.

Jumlah tercatat aset pajak tangguhan ditelaah pada setiap tanggal pelaporan dan diturunkan apabila laba kena pajak mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan. Aset pajak tangguhan yang tidak diakui ditinjau ulang pada setiap tanggal pelaporan dan akan diakui apabila besar kemungkinan bahwa laba kena pajak pada masa yang akan datang akan tersedia untuk pemulihannya.

Aset dan liabilitas pajak tangguhan diukur dengan menggunakan tarif pajak yang diharapkan akan berlaku pada tahun saat aset dipulihkan atau liabilitas diselesaikan berdasarkan tarif pajak dan peraturan pajak yang berlaku atau yang secara substantif telah berlaku pada tanggal pelaporan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Taxation (continued)

Deferred Tax (continued)

Deferred tax liabilities are recognized for all taxable temporary differences, except:
i) where the deferred tax liability arises from the initial recognition of goodwill or of an asset or liability in a transaction that is not a business combination and, at the time of the transaction affects neither the accounting profit nor taxable profit or loss;
ii) in respect of taxable temporary differences associated with investments in subsidiaries, when the timing of the reversal of the temporary differences can be controlled and it is probable that the temporary differences will not reverse in the foreseeable future.

Deferred tax assets are recognized for all deductible temporary differences and carry forward of unused tax losses, to the extent that it is probable that taxable profits will be available against which deductible temporary differences, and the carry forward of unused tax losses can be utilized, except:
i) where the deferred tax asset relating to the deductible temporary difference arises from the initial recognition of an asset or liability in a transaction that is not a business combination and, at the time of the transaction affects neither the accounting profit nor taxable profit or loss; or
ii) in respect of deductible temporary differences associated with investments in subsidiaries, deferred tax assets are recognized only to the extent that it is probable that the temporary differences will reverse in the foreseeable future and taxable profit will be available against which the temporary differences can be utilized.

The carrying amount of a deferred tax asset is reviewed at each reporting date and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow all or part of the benefit of that deferred tax asset to be utilized. Unrecognized deferred tax assets are reassessed at each reporting date and are recognized to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax assets and liabilities are measured at the tax rates that are expected to apply to the year when the asset is realized or the liability is settled, based on tax rates and tax laws that have been enacted or substantively enacted as at the reporting date.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

n. Perpajakan (lanjutan)

Pajak Tangguhan (lanjutan)

Pajak tangguhan terkait dengan pos-pos yang diakui di luar laba rugi diakui di luar laba rugi. *Item* pajak tangguhan diakui sesuai dengan transaksi yang mendasarinya baik di PKL maupun secara langsung di ekuitas.

Manfaat pajak yang diperoleh sebagai bagian dari kombinasi bisnis, tetapi tidak memenuhi kriteria untuk pengakuan terpisah pada tanggal tersebut, diakui selanjutnya jika informasi baru tentang fakta dan keadaan berubah. Penyesuaian tersebut diperlakukan sebagai pengurangan *goodwill* (selama tidak melebihi *goodwill*) jika terjadi selama periode pengukuran atau diakui dalam laba rugi.

Perusahaan melakukan saling hapus aset pajak tangguhan dan liabilitas pajak tangguhan jika, dan hanya jika, memiliki hak yang berkekuatan hukum untuk saling hapus aset pajak kini dan liabilitas pajak kini dan aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan yang sama baik atas entitas kena pajak yang sama atau entitas kena pajak yang berbeda yang bermaksud untuk menyelesaikan liabilitas dan aset pajak kini secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan, pada setiap periode masa depan di mana jumlah liabilitas atau aset pajak tangguhan yang signifikan diharapkan untuk diselesaikan atau dipulihkan.

Pajak Pertambahan Nilai ("PPN")

Pendapatan, beban-beban dan aset-aset diakui neto atas jumlah PPN kecuali:
- PPN yang muncul dari pembelian aset atau jasa yang tidak dapat dikreditkan, yang dalam hal ini PPN diakui sebagai bagian dari biaya perolehan aset atau sebagai bagian dari *item* beban-beban yang terkait; dan
- piutang dan utang yang disajikan termasuk dengan jumlah PPN.

Jumlah PPN neto yang terpulihkan dari, atau terutang kepada, kantor pajak termasuk sebagai bagian dari piutang atau utang pada laporan posisi keuangan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

n. Taxation (continued)

Deferred Tax (continued)

Deferred tax relating to items recognized outside profit or loss is recognized outside profit or loss. Deferred tax items are recognized in correlation to the underlying transaction either in OCI or directly in equity.

Tax benefits acquired as part of a business combination, but not satisfying the criteria for separate recognition at that date, are recognised subsequently if new information about facts and circumstances change. The adjustment is either treated as a reduction in goodwill (as long as it does not exceed goodwill) if it was incurred during the measurement period or recognized in profit or loss.

The Company offsets deferred tax assets and deferred tax liabilities if, and only, if it has a legally enforceable right to set off current tax assets and current tax liabilities and the deferred tax assets and deferred tax liabilities relate to income taxes levied by the same taxation authority on either the same taxable entity or different taxable entities which intend either to settle current tax liabilities and assets on a net basis, or to realize the assets and settle the liabilities simultaneously, in each future period in which significant amounts of deferred tax liabilities or assets are expected to be settled or recovered.

Value Added Tax ("VAT")

Revenue, expenses and assets are recognized net of the amount of VAT except:
- *VAT incurred on a purchase of assets or services is not recoverable, in which case the VAT is recognized as part of the cost of acquisition of the asset or as part of the expense item as applicable; and*
- *receivables and payables are stated with the amount of VAT included.*

The net amount of VAT recoverable from, or payable to, the taxation authorities is included as part of receivables or payables in the statement of financial position.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

o. Laba per Saham Dasar

Laba per saham dasar dihitung dengan membagi laba tahun berjalan dengan jumlah rata-rata tertimbang saham yang beredar pada tahun yang bersangkutan. Jumlah rata-rata tertimbang saham yang beredar untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 sejumlah 840.000.000 saham.

Perusahaan tidak mempunyai efek berpotensi saham biasa yang bersifat dilutif pada tanggal 31 Maret 2026 dan 2025, dan oleh karenanya, laba per saham dilusian tidak dihitung dan disajikan pada laporan laba rugi dan penghasilan komprehensif lain.

p. Informasi Segmen

Untuk tujuan manajemen, Perusahaan dibagi menjadi dua segmen operasi berdasarkan usaha dan geografis yang dikelola secara independen oleh masing-masing pengelola segmen yang bertanggung jawab atas kinerja dari masing-masing segmen. Para pengelola segmen melaporkan secara langsung kepada manajemen Perusahaan yang secara teratur mengkaji laba segmen sebagai dasar untuk mengalokasikan sumber daya ke masing-masing segmen dan untuk menilai kinerja segmen.

Pengungkapan tambahan pada masing-masing segmen terdapat dalam Catatan 34, termasuk faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan dan dasar pengukuran informasi segmen.

q. Provisi

Provisi diakui jika Perusahaan memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) jika, sebagai akibat peristiwa masa lalu, besar kemungkinan penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya mengandung manfaat ekonomi dan total kewajiban dapat diestimasi secara andal.

Provisi ditelaah pada setiap akhir periode pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibatalkan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

o. Basic Earnings per Share

Basic earnings per share is computed by dividing the profit for the year with the weighted-average number of the shares outstanding during the year. The weighted-average number of shares outstanding for the years ended March 31, 2026 and 2025 is 840,000,000 shares.

As of March 31, 2026 and 2025, the Company has no outstanding potential dilutive ordinary shares. Accordingly, no diluted earnings per share is calculated and presented in the statement of profit or loss and other comprehensive income.

p. Segment Information

For management purposes, the Company is organized into two operating segments based on their business and geographical location which are independently managed by the respective segment managers responsible for the performance of the respective segments under their charge. The segment managers report directly to the management who regularly review the segment results in order to allocate resources to the segments and to assess the segment performance.

Additional disclosures on each of these segments are shown in Note 34, including the factors used to identify the reportable segments and the measurement basis of segment information.

q. Provision

Provisions are recognized when the Company has a present obligation (legal or constructive) where, as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed at the end of each reporting period and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

r. Peristiwa setelah Periode Pelaporan

Peristiwa setelah akhir periode/tahun yang memberikan tambahan informasi mengenai posisi keuangan Perusahaan pada tanggal pelaporan (peristiwa penyesuai), jika ada, dicerminkan dalam laporan keuangan. Peristiwa setelah akhir periode/tahun yang bukan peristiwa penyesuai diungkapkan dalam catatan atas laporan keuangan jika material.

s. Standar Akuntansi yang telah Diterbitkan namun Belum Berlaku Efektif

Standar akuntansi yang telah diterbitkan sampai tanggal penerbitan laporan keuangan Perusahaan namun belum berlaku efektif diungkapkan berikut ini. Manajemen bermaksud untuk menerapkan standar-standar tersebut yang dipertimbangkan relevan terhadap Perusahaan pada saat efektif, dan dampaknya terhadap posisi dan kinerja keuangan Perusahaan masih diestimasi pada tanggal 30 Juni 2026:

Mulai efektif pada atau setelah tanggal 1 Januari 2026

Amendemen PSAK No. 109 dan PSAK No. 107, "Klasifikasi dan Pengukuran Instrumen Keuangan"

Amandemen tersebut mencakup klarifikasi atas suatu liabilitas keuangan dihentikan pengakuannya pada "tanggal penyelesaian" serta memperkenalkan pilihan kebijakan akuntansi (apabila kondisi tertentu terpenuhi) untuk menghentikan pengakuan liabilitas keuangan yang diselesaikan melalui sistem pembayaran elektronik sebelum tanggal penyelesaian.

Selain itu, panduan tambahan ditambahkan mengenai bagaimana arus kas kontraktual untuk aset keuangan dengan fitur lingkungan, sosial, dan tata kelola perusahaan ("LST") serta fitur serupa harus dinilai. Amandemen tersebut juga mengklarifikasi apa saja yang merupakan fitur *non-recourse* dan karakteristik instrumen yang terkait secara kontraktual. Selain itu, amandemen tersebut memperkenalkan persyaratan pengungkapan untuk instrumen keuangan dengan fitur kontinjensi serta persyaratan pengungkapan tambahan untuk instrumen ekuitas yang diklasifikasikan pada nilai wajar melalui Penghasilan Komprehensif Lain ("PKL").

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

r. Events after the Reporting Period

Post period/year-end events that provide additional information about the Company's financial position at the reporting date (adjusting events), if any, are reflected in the financial statements. Post period/year-end events that are not adjusting events are disclosed in the notes to the financial statements when material.

s. Accounting Standards Issued but not yet Effective

The accounting standards that have been issued up to the date of issuance of the Company's financial statements, but not yet effective are disclosed below. The management intends to adopt these standards that are considered relevant to the Company when they become effective, and the impact to the financial position and performance of the Company is still being estimated as of June 30, 2026:

Effective beginning on or after January 1, 2026

Amendments to PSAK No. 109 and PSAK No. 107, "Classification and Measurement of Financial Instruments"

The amendments includes a clarification that a financial liability is derecognised on the 'settlement date' and the introduction of an accounting policy choice (if specific conditions are met) to derecognize financial liabilities settled using an electronic payment system before the settlement date.

Further, additional guidance is added on how the contractual cash flows for financial assets with Environmental, Social and Corporate Governance ("ESG") and similar features should be assessed. The amendments also clarifies what constitute 'non-recourse features' and what are the characteristics of contractually linked instruments. The amendments also introduces of disclosures for financial instruments with contingent features and additional disclosure requirements for equity instruments classified at fair value through Other Comprehensive Income ("OCI").

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

s. Standar Akuntansi yang telah Diterbitkan namun Belum Berlaku Efektif (lanjutan)

Standar akuntansi yang telah diterbitkan sampai tanggal penerbitan laporan keuangan Perusahaan namun belum berlaku efektif diungkapkan berikut ini. Manajemen bermaksud untuk menerapkan standar-standar tersebut yang dipertimbangkan relevan terhadap Perusahaan pada saat efektif, dan dampaknya terhadap posisi dan kinerja keuangan Perusahaan masih diestimasi pada tanggal 30 Juni 2026: (lanjutan)

Mulai efektif pada atau setelah tanggal 1 Januari 2026 (lanjutan)

Amendemen PSAK No. 109 dan PSAK No. 107, "Klasifikasi dan Pengukuran Instrumen Keuangan" (lanjutan)

Amandemen tersebut berlaku efektif untuk periode tahunan yang dimulai pada atau setelah 1 Januari 2026, dengan penerapan dini diperkenankan hanya untuk klasifikasi aset keuangan dan pengungkapan terkait. Perusahaan tidak memperkirakan bahwa amandemen tersebut akan memberikan dampak material terhadap laporan keuangan Perusahaan.

Penyesuaian tahunan 2024

DSAK IAI menerbitkan Penyesuaian Tahunan 2024 SAK Indonesia yang mencakup klarifikasi, penyederhanaan, koreksi atau perubahan untuk meningkatkan konsistensi dalam PSAK No. 107, "Instrumen Keuangan: Pengungkapan", PSAK No. 109, "Instrumen Keuangan", PSAK No. 110, "Laporan Keuangan Konsolidasian", dan PSAK No. 207, "Laporan Arus Kas". Amandemen tersebut akan berlaku efektif untuk periode pelaporan yang dimulai pada atau setelah 1 Januari 2026. Penerapan lebih awal diperkenankan dan harus diungkapkan. Amandemen tersebut tidak diharapkan menimbulkan dampak material terhadap laporan keuangan Perusahaan.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

s. Accounting Standards Issued but not yet Effective (continued)

The accounting standards that have been issued up to the date of issuance of the Company's financial statements, but not yet effective are disclosed below. The management intends to adopt these standards that are considered relevant to the Company when they become effective, and the impact to the financial position and performance of the Company is still being estimated as of June 30, 2026: (continued)

Effective beginning on or after January 1, 2026 (continued)

Amendments to PSAK No. 109 and PSAK No. 107, "Classification and Measurement of Financial Instruments" (continued)

The Amendments are effective for annual periods starting on or after January 1, 2026 with early adoption permitted for classification of financial assets and related disclosures only. The Company does not anticipate that the amendments will have a material effect on the Company's financial statements.

Annual Improvements 2024

The DSAK IAI issued Annual Improvements 2024 to SAK Indonesia, which include clarifications, simplifications, corrections or changes to improve consistency in PSAK No. 107, "Financial instruments: Disclosure", PSAK No. 109, "Financial Instruments", PSAK No. 110, "Consolidated Financial Statements" and PSAK No. 207, "Statements of Cash Flows". The amendments will be effective for reporting periods beginning on or after January 1, 2026. Earlier application is permitted and must be disclosed. The amendments are not expected to have a material impact on the Company's financial statements.

2. IKHTISAR INFORMASI KEBIJAKAN AKUNTANSI MATERIAL (lanjutan)

s. Standar Akuntansi yang telah Diterbitkan namun Belum Berlaku Efektif (lanjutan)

Standar akuntansi yang telah diterbitkan sampai tanggal penerbitan laporan keuangan Perusahaan namun belum berlaku efektif diungkapkan berikut ini. Manajemen bermaksud untuk menerapkan standar-standar tersebut yang dipertimbangkan relevan terhadap Perusahaan pada saat efektif, dan dampaknya terhadap posisi dan kinerja keuangan Perusahaan masih diestimasi pada tanggal 30 Juni 2026: (lanjutan)

Mulai efektif pada atau setelah 1 Januari 2027

PSAK No. 118, "Penyajian dan Pengungkapan dalam Laporan Keuangan"

PSAK No. 118 akan menggantikan PSAK No. 201. Standar baru ini memperkenalkan persyaratan baru terkait penyajian dalam laporan laba rugi, termasuk total dan subtotal tertentu. Selain itu, entitas diwajibkan untuk mengklasifikasikan seluruh pendapatan dan beban dalam laporan laba rugi ke dalam salah satu dari lima kategori: operasi, investasi, pendanaan, pajak penghasilan, dan operasi yang dihentikan.

Standar ini juga mensyaratkan pengungkapan ukuran kinerja yang didefinisikan manajemen, subtotal pendapatan dan beban, serta mencakup persyaratan baru terkait agregasi dan disagregasi informasi keuangan.

PSAK No. 118 berlaku efektif untuk periode pelaporan yang dimulai pada atau setelah 1 Januari 2027, dengan penerapan dini diperkenankan dan harus diungkapkan. PSAK No. 118 akan diterapkan secara retrospektif.

Perusahaan saat ini sedang mengidentifikasi seluruh dampak yang akan timbul atas laporan keuangan utama dan catatan atas laporan keuangan terkait implementasi amandemen tersebut.

2. SUMMARY OF MATERIAL ACCOUNTING POLICIES INFORMATION (continued)

s. Accounting Standards Issued but not yet Effective (continued)

The accounting standards that have been issued up to the date of issuance of the Company's financial statements, but not yet effective are disclosed below. The management intends to adopt these standards that are considered relevant to the Company when they become effective, and the impact to the financial position and performance of the Company is still being estimated as of June 30, 2026: (continued)

Effective beginning on or after January 1, 2027

PSAK No. 118, "Presentation and Disclosure in Financial Statements"

PSAK No. 118 will replace PSAK No. 201. The new standard introduces new requirements for presentation within the statement of profit or loss, including specified totals and subtotals. Furthermore, entities are required to classify all income and expenses within the statement of profit or loss into one of five categories: operating, investing, financing, income taxes and discontinued operations.

The standard requires disclosure of newly defined management-defined performance measures, subtotals of income and expenses, and it also includes new requirements for aggregation and disaggregation of financial information.

PSAK No. 118 are effective for reporting periods beginning on or after January 1, 2027, but earlier application is permitted and must be disclosed. PSAK No. 118 will apply retrospectively.

The Company is currently working to identify all impacts the amendments will have on the primary financial statements and notes to the financial statements.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN

Penyusunan laporan keuangan Perusahaan mensyaratkan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang memengaruhi jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, serta pengungkapan atas liabilitas kontinjensi, pada akhir tahun pelaporan. Ketidakpastian mengenai pertimbangan, asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode pelaporan berikutnya.

Pertimbangan

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Perusahaan yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan:

Penentuan Mata Uang Fungsional

Mata uang fungsional dari Perusahaan adalah mata uang dari lingkungan ekonomi primer dimana Perusahaan beroperasi. Manajemen menentukan bahwa mata uang fungsional Perusahaan adalah Dolar AS. Mata uang tersebut adalah mata uang yang memengaruhi pendapatan dan beban dari jasa yang diberikan.

Pengukuran Nilai Wajar

Ketika nilai wajar dari aset dan liabilitas keuangan dicatat dalam laporan posisi keuangan tidak dapat diambil dari pasar yang aktif, maka nilai wajarnya ditentukan dengan menggunakan teknik penilaian. Masukan untuk model tersebut dapat diambil dari pasar yang dapat diobservasi, tetapi apabila hal ini tidak dimungkinkan, sebuah tingkat pertimbangan disyaratkan dalam menetapkan nilai wajar. Pertimbangan tersebut mencakup penggunaan masukan seperti risiko likuiditas, risiko kredit dan volatilitas. Perubahan dalam asumsi mengenai faktor-faktor tersebut dapat memengaruhi nilai wajar dari instrumen keuangan yang dilaporkan.

Opsi Pembaruan dan Penghentian dalam Kontrak - Perusahaan Sebagai Penyewa

Perusahaan menentukan masa sewa sesuai masa sewa yang tidak dapat terbatalkan, ditambah dengan setiap periode yang dicakup oleh opsi untuk memperpanjang sewa jika cukup pasti untuk mengeksekusi, atau setiap periode yang dicakup oleh opsi untuk menghentikan sewa, jika cukup pasti untuk tidak mengeksekusi opsi tersebut.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS

The preparation of the Company's financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosure of contingent liabilities, at the end of the reporting period. Uncertainty about these judgments, assumptions and estimates could result in outcomes that require a material adjustment to the carrying amounts of the assets and liabilities affected in future reporting periods.

Judgments

The following judgments are made by management in the process of applying the Company's accounting policies that have the most significant effects on the amounts recognized in the financial statements:

Determination of Functional Currency

The functional currency of the Company is the currency of the primary economic environment in which the Company operates. Management determined that the functional currency of the Company is US Dollar. It is the currency that mainly influences the revenue and cost of rendering services.

Fair Value Measurement

When the fair value of financial assets and liabilities recorded in the statement of financial position cannot be derived from active markets, their fair value is determined using valuation techniques. The inputs to these models are taken from observable markets where possible, but where this is not feasible, a degree of judgment is required in establishing fair values. The judgments include considerations of inputs, such as liquidity risk, credit risk and volatility. Changes in assumptions about these factors could affect the reported fair value of financial instruments.

Lease Term of Contracts with Renewal and Termination Options - the Company as a Lessee

The Company determines the lease term as the non-cancellable term of the lease, together with any periods covered by an option to extend the lease if it is reasonably certain to be exercised, or any periods covered by an option to terminate the lease, if it is reasonably certain not to be exercised.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)

Pertimbangan (lanjutan)

Opsi Pembaruan dan Penghentian dalam Kontrak - Perusahaan Sebagai Penyewa (lanjutan)

Perusahaan memiliki kontrak sewa yang mencakup opsi perpanjangan dan terminasi. Perusahaan menerapkan pertimbangan dalam mengevaluasi apakah secara wajar akan menggunakan opsi untuk memperbarui atau mengakhiri sewa. Perusahaan mempertimbangkan semua faktor relevan yang membentuk insentif ekonomi untuk melakukan pembaruan atau penghentian. Setelah tanggal permulaan, Perusahaan menilai kembali masa sewa jika terdapat peristiwa atau perubahan signifikan yang berada dalam kendalinya dan memengaruhi kemampuannya untuk menjalankan atau tidak menggunakan opsi untuk memperbarui atau untuk mengakhiri.

Pengungkapan lebih lanjut mengenai sewa terdapat pada Catatan 11.

Tagihan dan Keberatan atas Hasil Pemeriksaan Pajak

Berdasarkan peraturan perpajakan yang berlaku saat ini, manajemen mempertimbangkan apakah jumlah yang tercatat dalam akun di atas dapat dipulihkan dan dikembalikan oleh Kantor Pajak.

Penjelasan lebih lanjut atas akun ini diungkapkan pada Catatan 13.

Perpajakan

Ketidakpastian atas interpretasi dari peraturan pajak yang kompleks, perubahan peraturan pajak dan jumlah dan timbulnya penghasilan kena pajak di masa depan, dapat menyebabkan penyesuaian di masa depan atas penghasilan dan beban pajak yang telah dicatat.

Pertimbangan juga dilakukan dalam menentukan penyisihan atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti sepanjang kegiatan usaha normal.

Perusahaan mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi apakah akan terdapat tambahan pajak penghasilan badan.

Penjelasan lebih rinci mengenai utang pajak penghasilan diungkapkan dalam Catatan 18b.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Judgments (continued)

Lease Term of Contracts with Renewal and Termination Options - the Company as a Lessee (continued)

The Company has lease contract that include extension and termination options. The Company applies judgement in evaluating whether it is reasonably certain to exercise the option to renew or terminate the lease or not. The Company considers all relevant factors that create an economic incentive for them to exercise either the renewal or termination. After the commencement date, the Company reassesses the lease term if there is a significant event or change in circumstances that is within its control and affects its ability to exercise or not to exercise the option to renew or to terminate.

Further disclosures of leases are made in Note 11.

Claims for Tax Refund and Tax Assessments Under Appeal

Based on the tax regulations currently enacted, the management judges if the amounts recorded under the above account are recoverable and refundable by the Tax Office.

Further explanations regarding this account are provided in Note 13.

Taxes

Uncertainties exist with respect to the interpretation of complex tax regulations, changes in tax laws, and the amount and timing of future taxable income, could necessitate future adjustments to tax income and expense already recorded.

Judgment is also involved in determining the provision for corporate income tax. There are certain transactions and computation for which the ultimate tax determination is uncertain during the ordinary course of business.

The Company recognizes liabilities for expected corporate income tax issues based on estimates of whether additional corporate income tax will be due.

Further details regarding income tax payables are disclosed in Note 18b.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)

Estimasi dan Asumsi

Asumsi utama masa depan dan sumber utama estimasi ketidakpastian lain pada tanggal pelaporan yang memiliki risiko signifikan bagi penyesuaian yang material terhadap nilai tercatat aset dan liabilitas untuk tahun berikutnya diungkapkan di bawah ini. Perusahaan mendasarkan asumsi dan estimasi pada parameter yang tersedia pada saat laporan keuangan disusun. Asumsi dan situasi mengenai perkembangan masa depan mungkin berubah akibat perubahan pasar atau situasi di luar kendali Perusahaan. Perubahan tersebut dicerminkan dalam asumsi terkait pada saat terjadinya.

Penyisihan atas Penurunan Nilai Piutang Usaha

Perusahaan menetapkan estimasi penyisihan penurunan nilai piutang usaha menggunakan pendekatan yang disederhanakan dari KKE. Matriks provisi digunakan untuk menghitung KKE untuk piutang usaha. Tarif provisi didasarkan pada hari tunggakan untuk pengelompokan berbagai segmen pelanggan yang memiliki pola kerugian serupa.

Matriks provisi awalnya didasarkan pada riwayat tingkat kerugian pelanggan. Perusahaan akan melakukan penyesuaian pengalaman kerugian historis dengan informasi berwawasan ke depan. Misalnya, jika prakiraan kondisi ekonomi yang terkait erat dengan riwayat tingkat kerugian diperkirakan akan memburuk pada tahun berikutnya yang dapat menyebabkan peningkatan jumlah gagal bayar pada sektor-sektor pelanggan beroperasi, riwayat tingkat kerugian disesuaikan. Pada setiap tanggal pelaporan, riwayat tingkat gagal bayar yang diamati diperbarui dan perubahan dalam estimasi berwawasan ke depan dianalisis.

Evaluasi atas korelasi antara tingkat gagal bayar yang diamati secara historis, prakiraan kondisi ekonomi dan KKE, adalah estimasi signifikan. Jumlah KKE sensitif terhadap perubahan keadaan dan prakiraan kondisi ekonomi. Kerugian kredit historis Perusahaan dan perkiraan kondisi ekonomi mungkin tidak mewakili tingkat gagal bayar pelanggan aktual di masa depan.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and Assumptions

The key assumptions concerning the future and other key sources of uncertainty of estimation at the reporting date that have a significant risk of causing material adjustments to the carrying amounts of assets and liabilities within the next financial year are disclosed below. The Company based its assumptions and estimates on parameters available when the financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes or circumstances arising beyond the control of the Company. Such changes are reflected in the assumptions when they occur.

Allowance for Impairment of Trade Receivables

The Company estimates impairment allowance for trade receivables using simplified approach of ECL. A provision matrix is used to determine ECL for trade receivables, where the provision rates are based on days past due for groupings of various customer segments that have similar loss patterns.

The provision matrix is initially based on the customers historical observed loss rates. The Company will adjust the historical observed loss experience with forward-looking information. For instance, if forecast economic conditions closely related to the historical observed loss are expected to deteriorate over the next year which can lead to an increased number of defaults in the sectors where customers are operating, the historical losses are adjusted accordingly. At every reporting date, the historical observed loss rates are updated and changes in the forward-looking estimates are analyzed.

The assessment of the correlation between historical observed loss rates, forecast economic conditions and ECLs, is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Company's historical observed loss rate and forecast of economic conditions may not be representative of customer's actual default in the future.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)

Estimasi dan Asumsi (lanjutan)

Penyisihan atas Penurunan Nilai Piutang Usaha (lanjutan)

Evaluasi Kolektif

Bila Perusahaan memutuskan bahwa tidak terdapat bukti obyektif atas penurunan nilai pada evaluasi individual atas piutang usaha, baik yang nilainya signifikan maupun tidak, Perusahaan menyertakannya dalam kelompok piutang usaha dengan risiko kredit yang serupa karakteristiknya dan melakukan evaluasi kolektif atas penurunan nilai. Karakteristik yang dipilih memengaruhi estimasi arus kas masa depan atas kelompok piutang usaha tersebut karena merupakan indikasi bagi kemampuan pelanggan untuk melunasi jumlah terutang.

Arus kas masa depan pada kelompok piutang usaha yang dievaluasi secara kolektif untuk penurunan nilai diestimasi berdasarkan pengalaman kerugian historis bagi piutang usaha dengan karakteristik risiko kredit yang serupa dengan piutang usaha pada kelompok tersebut.

Penjelasan lebih rinci diungkapkan dalam Catatan 5.

Penyisihan Penurunan Nilai Pasar Persediaan

Penyisihan penurunan nilai pasar persediaan diestimasi berdasarkan fakta dan situasi yang tersedia, termasuk namun tidak terbatas kepada, kondisi fisik persediaan yang dimiliki, harga jual pasar, estimasi biaya penyelesaian dan estimasi biaya yang timbul untuk penjualan. Provisi dievaluasi kembali dan disesuaikan jika terdapat tambahan informasi yang memengaruhi jumlah yang diestimasi.

Penjelasan lebih lanjut diungkapkan dalam Catatan 7.

Penyusutan Aset Tetap dan Amortisasi Aset Takberwujud

Biaya perolehan aset tetap dan aset takberwujud disusutkan dan diamortisasi dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset tetap dan aset takberwujud sebagaimana diungkapkan dalam Catatan 2e dan 2f. Ini adalah umur yang secara umum diharapkan dalam industri dimana Perusahaan menjalankan bisnisnya.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and Assumptions (continued)

Allowance for Impairment of Trade Receivables (continued)

Collective Assessment

If the Company determines that no objective evidence of impairment exists for an individually assessed trade receivables, whether significant or not, it includes the asset in a Company of trade receivables with similar credit risk characteristics and collectively assesses them for impairment. The characteristics chosen are relevant to the estimation of future cash flows for groups of such trade receivables by being indicative of the customers' ability to pay all amounts due.

Future cash flows in a group of trade receivables that are collectively evaluated for impairment are estimated on the basis of historical loss experience for the trade receivables with credit risk characteristics similar to those in the group.

Further details are disclosed in Note 5.

Allowance for Decline in Market Value of Inventories

Allowance for decline in market value of inventories is estimated based on the best available facts and circumstances, including but not limited to, the physical conditions of the inventories, their market selling prices, estimated costs of completion and estimated costs to be incurred for their sales. The provision is re-evaluated and adjusted as additional information received affects the amount estimated.

Further details are disclosed in Note 7.

Depreciation of Fixed Assets and Amortization of Intangible Assets

The costs of fixed assets and intangible assets are depreciated and amortized on a straight-line basis over their estimated useful lives. Management estimates the useful lives of these fixed assets and intangible assets as disclosed in Notes 2e and 2f. These are common life expectancies applied in the industry where the Company conduct their business.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)

Estimasi dan Asumsi (lanjutan)

Penyusutan Aset Tetap dan Amortisasi Aset Takberwujud (lanjutan)

Perubahan tingkat pemakaian dan perkembangan teknologi dapat memengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan dan amortisasi masa depan mungkin direvisi.

Penjelasan lebih rinci diungkapkan dalam Catatan 10 dan 12.

Ketidakpastian Liabilitas Perpajakan

Dalam situasi tertentu, Perusahaan tidak dapat menentukan secara pasti jumlah liabilitas pajak mereka pada saat ini atau masa depan karena kemungkinan adanya pemeriksaan dari otoritas perpajakan. Ketidakpastian timbul terkait dengan interpretasi dari peraturan perpajakan yang kompleks dan jumlah dan waktu dari penghasilan kena pajak di masa depan. Dalam menentukan jumlah yang harus diakui terkait dengan liabilitas pajak yang tidak pasti, Perusahaan menerapkan pertimbangan yang sama yang akan mereka gunakan dalam menentukan jumlah cadangan yang harus diakui sesuai dengan PSAK No. 237, "Provisi, Liabilitas Kontinjensi dan Aset Kontinjensi". Perusahaan menganalisa semua posisi pajak terkait dengan pajak penghasilan untuk menentukan liabilitas pajak untuk beban yang belum pasti yang harus diakui.

Aset Pajak Tangguhan

Aset pajak tangguhan diakui atas seluruh rugi fiskal yang belum digunakan sepanjang besar kemungkinannya bahwa penghasilan kena pajak akan tersedia sehingga rugi fiskal tersebut dapat digunakan. Estimasi signifikan digunakan oleh manajemen dalam menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak dan strategi perencanaan pajak masa depan.

Taksiran ini berdasarkan hasil pencapaian Perusahaan di masa lalu dan ekspektasi di masa depan terhadap pendapatan dan beban, sebagaimana juga dengan strategi perencanaan perpajakan di masa depan. Tetapi tidak terdapat kepastian bahwa Perusahaan dapat menghasilkan penghasilan kena pajak yang cukup untuk memungkinkan penggunaan sebagian atau seluruh bagian dari aset pajak tangguhan tersebut.

Penjelasan lebih lanjut diungkapkan dalam Catatan 31.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and Assumptions (continued)

Depreciation of Fixed Assets and Amortization of Intangible Assets (continued)

Changes in the expected level of usage and technological developments could impact the economic useful lives and the residual values of these assets, and therefore future depreciation and amortization charges could be revised.

Further details are disclosed in Notes 10 and 12.

Uncertain Tax Exposure

In certain circumstances, the Company, may not be able to determine the exact amount of its current or future tax liabilities due to possibility of examination by the taxation authority. Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. In determining the amount to be recognized in respect of an uncertain tax liability, the Company applies similar considerations as it would use in determining the amount of a provision to be recognized in accordance with PSAK No. 237, "Provisions, Contingent Liabilities and Contingent Assets". The Company analyzes all tax positions related to income taxes to determine if a tax liability for uncertain tax exposure should be recognized.

Deferred Tax Assets

Deferred tax assets are recognized for all unused tax losses to the extent that it is probable that taxable profit will be available against which the losses can be utilized. Significant management estimates are required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable profits together with future tax planning strategies.

This forecast is based on the Company's past results and future expectations as to revenues and expenses as well as future tax planning strategies. However, there is no assurance that the Company will generate sufficient taxable income to allow all or part of the deferred tax assets to be utilized.

Further details are disclosed in Note 31.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)

Estimasi dan Asumsi (lanjutan)

Aset Pajak Tangguhan (lanjutan)

Estimasi signifikan oleh manajemen disyaratkan dalam menentukan jumlah aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak dan strategi perencanaan pajak masa depan.

Imbalan Kerja Karyawan

Penentuan liabilitas imbalan kerja jangka panjang Perusahaan bergantung pada pemilihan asumsi yang digunakan oleh aktuaris independen dalam menghitung jumlah-jumlah tersebut dan peraturan Perusahaan. Asumsi tersebut termasuk, antara lain, tingkat diskonto, tingkat kenaikan gaji tahunan, tingkat kecacatan, umur pensiun dan tingkat kematian.

Keuntungan dan kerugian aktuarial diakui dalam laporan laba rugi dan penghasilan komprehensif lain. Sementara Perusahaan berkeyakinan bahwa asumsi tersebut adalah wajar dan sesuai, perbedaan signifikan pada hasil aktual atau perubahan signifikan dalam asumsi yang ditetapkan Perusahaan dapat memengaruhi secara material liabilitas imbalan kerja jangka panjang dan beban imbalan kerja karyawan.

Penjelasan lebih lanjut diungkapkan dalam Catatan 19.

Penurunan Nilai Aset Non-keuangan

Penurunan nilai terjadi ketika nilai tercatat dari aset atau UPK melebihi nilai terpulihkannya, yang mana merupakan lebih tinggi dari nilai wajar dikurangi biaya untuk menjual dan nilai pakai. Perhitungan nilai wajar dikurangi biaya untuk menjual berdasarkan data yang tersedia dari transaksi penjualan yang mengikat dalam sebuah transaksi wajar dari aset serupa atau harga pasar yang dapat diobservasi dikurangi biaya pelepasan untuk menjual aset tersebut. Perhitungan nilai pakai berdasarkan pada model arus kas yang didiskontokan. Data arus kas diambil dari anggaran untuk lima tahun yang akan datang dan tidak termasuk aktivitas restrukturisasi yang belum dilakukan oleh Perusahaan atau investasi signifikan di masa datang yang akan memutakhirkan kinerja aset dari UPK yang diuji.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and Assumptions (continued)

Deferred Tax Assets (continued)

Significant management estimates are required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable profits, together with future tax planning strategies.

Employee Benefits

The determination of the Company's long-term employee benefits liability is dependent on its selection of certain assumptions used by the independent actuary in calculating such amounts and the Company's policy. Those assumptions include, among others, discount rates, future annual salary increase, disability rate, retirement age and mortality rate.

Actuarial gains and losses are recognized in the statement of profit or loss and other comprehensive income. While the Company believes that its assumptions are reasonable and appropriate, significant differences in the Company results or significant changes in the Company assumptions may materially affect its long-term employee benefits liability and employee benefits expenses.

Further details are disclosed in Note 19.

Impairment of Non-financial Assets

An impairment exists when the carrying value of an asset or CGU exceeds its recoverable amount, which is the higher of its fair value less costs to sell and its VIU. The fair value less costs to sell calculation is based on available data from binding sales transactions in an arm's length transaction of similar assets or observable market prices less incremental costs for disposing the asset. The VIU calculation is based on a discounted cash flow model. The cash flow data are derived from budget for the next five years and do not include restructuring activities that the Company is not yet committed to or significant future investments that will enhance the asset's performance of the CGU being tested.

3. PERTIMBANGAN, ESTIMASI DAN ASUMSI AKUNTANSI YANG SIGNIFIKAN (lanjutan)

Estimasi dan Asumsi (lanjutan)

Penurunan Nilai Aset Non-keuangan (lanjutan)

Nilai terpulihkan paling dipengaruhi oleh tingkat diskonto yang digunakan dalam model arus kas yang didiskontokan, sebagaimana juga jumlah arus kas masuk di masa datang yang diharapkan dan tingkat pertumbuhan yang digunakan untuk tujuan ekstrapolasi.

Manajemen berkeyakinan bahwa tidak terdapat peristiwa atau perubahan keadaan yang mengindikasikan adanya penurunan nilai aset non-keuangan pada tanggal 31 Maret 2026 dan 2025.

Estimasi atas Suku Bunga Pinjaman Inkremental dari Suatu Sewa

Perusahaan tidak dapat langsung menentukan tingkat bunga implisit dalam sewa, oleh karena itu, Perusahaan menggunakan SBPI untuk mengukur liabilitas sewa. SBPI adalah tingkat bunga yang harus dibayar oleh Perusahaan untuk meminjam dalam jangka waktu yang sama.

Dengan demikian, SBPI mencerminkan tingkat bunga yang harus dibayar oleh Perusahaan, yang perlu diestimasi ketika tidak ada tingkat bunga yang dapat langsung diamati (seperti untuk entitas dalam Perusahaan yang tidak melakukan transaksi pembiayaan) atau ketika tingkat bunga perlu disesuaikan untuk mencerminkan persyaratan dan kondisi sewa.

Perusahaan menetapkan estimasi SBPI menggunakan input yang dapat diamati (seperti suku bunga pasar) jika tersedia dan membuat estimasi spesifik untuk entitas tertentu jika diperlukan.

3. SIGNIFICANT ACCOUNTING JUDGEMENTS, ESTIMATES AND ASSUMPTIONS (continued)

Estimates and Assumptions (continued)

Impairment of Non-financial Assets (continued)

The recoverable amount is most sensitive to the discount rate used for the discounted cash flow model as well as the expected future cash inflows and the growth rate used for extrapolation purposes.

Management believes that there are no events or changes in circumstances that may indicate any impairment in value of its non-financial assets as of March 31, 2026 and 2025.

Estimating the Incremental Borrowing Rate of a Lease

The Company cannot readily determine the interest rate implicit in the lease, therefore, it uses its IBR to measure lease liabilities. The IBR is the rate of interest that the Company would have to pay to borrow over a similar term.

The IBR therefore reflects interest the Company would have to pay, which requires estimation when no observable rates are available (such as for entities within the Company that do not enter into financing transactions) or when they need to be adjusted to reflect the terms and conditions of the lease.

The Company estimates the IBR using observable inputs (such as market interest rates) when available and make certain entity-specific estimates as necessary.

4. KAS DAN BANK

Akun ini terdiri dari:

4. CASH ON HAND AND IN BANKS

This account consists of:

	31 Maret 2026/ *March 31, 2026*	**31 Maret 2025/ *March 31, 2025***	
Kas			*Cash on hand*
Rekening Rupiah (Rp133.697.850 pada tanggal 31 Maret 2026 dan Rp164.294.700 pada tanggal 31 Maret 2025)	7.868	9.904	*Rupiah Accounts (Rp133,697,850 as of March 31, 2026 and Rp164,294,700 as of March 31, 2025)*

4. KAS DAN BANK (lanjutan)

4. CASH ON HAND AND IN BANKS (continued)

Akun ini terdiri dari: (lanjutan)

This account consists of: (continued)

	31 Maret 2026/ ***March 31, 2026***	**31 Maret 2025/** ***March 31, 2025***	
Bank			*Cash in banks*
Pihak ketiga			*Third parties*
Rekening Rupiah			*Rupiah Accounts*
PT Bank Mandiri (Persero) Tbk (Rp181.142.379.281 pada tanggal 31 Maret 2026 dan Rp95.965.221.176 pada tanggal 31 Maret 2025)	10.660.229	5.784.784	*PT Bank Mandiri (Persero) Tbk (Rp181,142,379,281 as of March 31, 2026 and Rp95,965,221,176 as of March 31, 2025)*
PT Bank Rakyat Indonesia (Persero) Tbk (Rp17.601.327.491 pada tanggal 31 Maret 2026 dan Rp11.203.674.348 pada tanggal 31 Maret 2025)	1.035.838	675.357	*PT Bank Rakyat Indonesia (Persero) Tbk (Rp17,601,327,491 as of March 31, 2026 and Rp11,203,674,348 as of March 31, 2025)*
PT Bank Resona Perdania (Rp4.766.236.087 pada tanggal 31 Maret 2026 dan Rp19.925.000 pada tanggal 31 Maret 2025)	280.493	1.201	*PT Bank Resona Perdania (Rp4,766,236,087 as of March 31, 2026 and Rp19,925,000 as of March 31, 2025)*
PT Bank SMBC Indonesia Tbk (Rp2.773.348.083 pada tanggal 31 Maret 2026 dan Rp7.137.633.191 pada tanggal 31 Maret 2025)	163.212	430.257	*PT Bank SMBC Indonesia Tbk (Rp2,773,348,083 as of March 31, 2026 and Rp7,137,633,191 as of March 31, 2025)*
PT Bank Mizuho Indonesia (Rp2.261.703.501 pada tanggal 31 Maret 2026 dan Rp358.030.102 pada tanggal 31 Maret 2025)	133.061	21.556	*PT Bank Mizuho Indonesia (Rp2,261,703,501 as of March 31, 2026 and Rp358,030,102 as of March 31, 2025)*
PT Bank Maybank Indonesia Tbk (Rp2.135.646.365 pada tanggal 31 Maret 2026 dan Rp2.227.731.102 pada tanggal 31 Maret 2025)	125.683	134.288	*PT Bank Maybank Indonesia Tbk (Rp2,135,646,365 as of March 31, 2026 and Rp2,227,731,102 as of March 31, 2025)*
PT Bank Mestika Dharma Tbk (Rp1.682.043.342 pada tanggal 31 Maret 2026 dan Rp1.683.049.375 pada tanggal 31 Maret 2025)	98.988	101.454	*PT Bank Mestika Dharma Tbk (Rp1,682,043,342 as of March 31, 2026 and Rp1,683,049,375 as of March 31, 2025)*
PT Bank Negara Indonesia (Persero) Tbk (Rp1.478.366.770 pada tanggal 31 Maret 2026 dan Rp1.084.259.518 pada tanggal 31 Maret 2025)	87.002	65.359	*PT Bank Negara Indonesia (Persero) Tbk (Rp1,478,366,770 as of March 31, 2026 and Rp1,084,259,518 as of March 31, 2025)*
MUFG Bank, Ltd., Cabang Jakarta (Rp1.312.320.973 pada tanggal 31 Maret 2026 dan Rp3.691.632.477 pada tanggal 31 Maret 2025)	77.230	222.532	*MUFG Bank, Ltd., Jakarta Branch (Rp1,312,320,973 as of March 31, 2026 and Rp3,691,632,477 as of March 31, 2025)*
PT Bank Mega Syariah (Rp896.243.770 pada tanggal 31 Maret 2026 dan Rp71.115.502.925 pada tanggal 31 Maret 2025)	52.744	4.286.842	*PT Bank Mega Syariah (Rp896,243,770 as of March 31, 2026 and Rp71,115,502,925 as of March 31, 2025)*

4. KAS DAN BANK (lanjutan)

4. CASH ON HAND AND IN BANKS (continued)

Akun ini terdiri dari: (lanjutan)

This account consists of: (continued)

	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
Bank (lanjutan)			*Cash in banks (continued)*
Pihak ketiga (lanjutan)			*Third parties (continued)*
Rekening Rupiah (lanjutan)			*Rupiah Accounts (continued)*
PT Bank Danamon Indonesia Tbk (Rp839.882.417 pada tanggal 31 Maret 2026 dan Rp9.818.541 pada tanggal 31 Maret 2025)	49.427	592	*PT Bank Danamon Indonesia Tbk (Rp839,882,417 as of March 31, 2026 and Rp9,818,541 as of March 31, 2025)*
Lain-lain (Rp243.251.574 pada tanggal 31 Maret 2026 dan Rp217.971.992 pada tanggal 31 Maret 2025)	14.315	13.139	*Others (Rp243,251,574 as of March 31, 2026 and Rp217,971,992 as of March 31, 2025)*
Total Rekening Rupiah	12.778.222	11.737.361	*Total Rupiah Accounts*
Rekening Dolar Amerika Serikat			*United States Dollar Accounts*
MUFG Bank, Ltd., Cabang Jakarta	1.351.984	1.590.502	*MUFG Bank, Ltd., Jakarta Branch*
PT Bank Maybank Indonesia Tbk	247.487	107.958	*PT Bank Maybank Indonesia Tbk*
PT Bank SMBC Indonesia Tbk	148.982	212.926	*PT Bank SMBC Indonesia Tbk*
PT Bank Mandiri (Persero) Tbk	126.627	160.901	*PT Bank Mandiri (Persero) Tbk*
PT Bank Mega Syariah	33.463	3.956.075	*PT Bank Mega Syariah*
Deutsche Bank AG., Cabang Jakarta	20.000	-	*Deutsche Bank AG., Jakarta Branch*
PT Bank Mizuho Indonesia	19.318	9.304	*PT Bank Mizuho Indonesia*
PT Bank Resona Perdania	1.993	2.000	*PT Bank Resona Perdania*
Total Rekening Dolar Amerika Serikat	1.949.854	6.039.666	*Total United States Dollar Accounts*
Rekening Yen Jepang			*Japanese Yen Accounts*
MUFG Bank, Ltd., Cabang Jakarta (¥JP10.330.058 pada tanggal 31 Maret 2026 dan ¥JP1.930.825 pada tanggal 31 Maret 2025)	64.666	12.840	*MUFG Bank, Ltd., Jakarta Branch (JP¥10,330,058 as of March 31, 2026 and JP¥1,930,825 as of March 31, 2025)*
PT Bank Maybank Indonesia Tbk (¥JP364.260 pada tanggal 31 Maret 2026 dan ¥JP370.860 pada tanggal 31 Maret 2025)	2.280	2.466	*PT Bank Maybank Indonesia Tbk (JP¥364,260 as of March 31, 2026 and JP¥370,860 as of March 31, 2025)*
Total Rekening Yen Jepang	66.946	15.306	*Total Japanese Yen Accounts*
Total Bank	14.795.022	17.792.333	*Total Cash in Banks*
Total	**14.802.890**	**17.802.237**	***Total***

Tidak terdapat saldo kas dan bank kepada pihak berelasi pada tanggal 31 Maret 2026 dan 2025.

There are no cash on hand and in banks balances to any related party as of March 31, 2026 and 2025.

4. KAS DAN BANK (lanjutan)

Pada tanggal 31 Maret 2026 dan 2025, kas Perusahaan telah diasuransikan terhadap risiko pencurian dan risiko lainnya berdasarkan paket polis tertentu dengan jumlah pertanggungan masing-masing sebesar Rp14.680.000.000 (setara dengan $AS863.885) (termasuk kas dalam perjalanan sebesar Rp14.400.000.000 atau setara dengan $AS847.408) dan Rp14.680.000.000 (setara dengan $AS884.977) (termasuk kas dalam perjalanan sebesar Rp14.400.000.000 atau setara dengan $AS868.097). Manajemen Perusahaan berkeyakinan bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian dari risiko-risiko tersebut.

4. CASH ON HAND AND IN BANKS (continued)

As of March 31, 2026 and 2025, cash on hand of the Company is covered by insurance against theft and other risks under blanket policies amounting to Rp14,680,000,000 (equivalent to US$863,885) (including cash-in transit Rp14,400,000,000 or equivalent to US$847,408) and Rp14,680,000,000 (equivalent to US$884,977) (including cash-in transit Rp14,400,000,000 or equivalent to US$868,097), respectively. The Company's management believes that the insurance coverage is adequate to cover possible losses arising from such risks.

5. PIUTANG USAHA - NETO

Rincian piutang usaha adalah sebagai berikut:

5. TRADE RECEIVABLES - NET

The details of trade receivables are as follows:

	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
Pihak berelasi (Catatan 6a)	7.486.693	5.445.876	*Related parties (Note 6a)*
Pihak ketiga	107.159.249	151.178.618	*Third parties*
Total	114.645.942	156.624.494	*Total*
Dikurangi cadangan kerugian kredit ekspektasian	(1.224.981)	(605.331)	*Less allowance for expected credit losses*
Neto	**113.420.961**	**156.019.163**	***Net***

Mutasi cadangan kerugian kredit ekspektasian untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

The movements of allowance for expected credit losses for the years ended March 31, 2026 and 2025 are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31*		
	2026	**2025**	
Saldo awal	605.331	497.885	*Beginning balance*
Penyisihan kerugian kredit ekspektasian selama tahun berjalan (Catatan 28 dan 34)	699.165	128.156	*Provision for expected credit losses during the year (Notes 28 and 34)*
Penghapusan selama tahun berjalan	(79.515)	(20.710)	*Write-off during the year*
Saldo akhir	**1.224.981**	**605.331**	***Ending balance***

Manajemen Perusahaan berkeyakinan bahwa jumlah cadangan kerugian kredit ekspektasian tersebut cukup untuk menutup kerugian yang mungkin timbul akibat tidak tertagihnya piutang usaha.

The Company's management believes that the allowance for expected credit losses is adequate to cover possible losses from uncollectible accounts.

5. PIUTANG USAHA - NETO (lanjutan) / *5. TRADE RECEIVABLES - NET (continued)*

Analisa umur piutang usaha berdasarkan tanggal jatuh tempo adalah sebagai berikut:

The aging analysis of trade receivables based on due dates is as follows:

	31 Maret 2026/ *March 31, 2026*	**31 Maret 2025/ *March 31, 2025***	
Penjualan alat berat			*Sales of heavy equipment*
Lancar	65.474.775	90.779.369	*Current*
Telah jatuh tempo:			*Overdue:*
Kurang dari 3 bulan	775.495	242.427	*Less than 3 months*
3 - 6 bulan	248.137	91.029	*3 - 6 months*
Lebih dari 6 bulan - 1 tahun	14.109	34.942	*Over 6 months - 1 year*
Lebih dari 1 tahun	449.300	-	*Over 1 year*
Total piutang - penjualan alat berat	66.961.816	91.147.767	*Total receivables - sales of heavy equipment*
Jasa pemeliharaan dan perbaikan			*Repairs and maintenance services*
Lancar	22.967.257	24.427.980	*Current*
Telah jatuh tempo:			*Overdue:*
Kurang dari 3 bulan	1.022.197	2.729.766	*Less than 3 months*
3 - 6 bulan	84.643	15.134	*3 - 6 months*
Lebih dari 6 bulan - 1 tahun	47.155	3.972	*Over 6 months - 1 year*
Lebih dari 1 tahun	24.146	59.478	*Over 1 year*
Total piutang - jasa pemeliharaan dan perbaikan	24.145.398	27.236.330	*Total receivables - repairs and maintenance services*
Penjualan suku cadang			*Sales of spare parts*
Lancar	18.970.753	30.173.434	*Current*
Telah jatuh tempo:			*Overdue:*
Kurang dari 3 bulan	898.740	2.449.677	*Less than 3 months*
3 - 6 bulan	235.738	82.414	*3 - 6 months*
Lebih dari 6 bulan - 1 tahun	3.286	2.750	*Over 6 months - 1 year*
Lebih dari 1 tahun	90.125	59.483	*Over 1 year*
Total piutang - penjualan suku cadang	20.198.642	32.767.758	*Total receivables - sales of spare parts*
Jasa rental			*Rent services*
Lancar	3.312.488	5.454.125	*Current*
Telah jatuh tempo:			*Overdue:*
Kurang dari 3 bulan	282	18.514	*Less than 3 months*
3 - 6 bulan	14.110	-	*3 - 6 months*
Lebih dari 6 bulan - 1 tahun	13.206	-	*Over 6 months - 1 year*
Lebih dari 1 tahun	-	-	*Over 1 year*
Total piutang - jasa rental	3.340.086	5.472.639	*Total receivables - rent services*
Total	114.645.942	156.624.494	*Total*
Dikurangi penyisihan kerugian kredit ekspektasian	(1.224.981)	(605.331)	*Less allowance for expected credit losses*
Neto	**113.420.961**	**156.019.163**	***Net***

5. PIUTANG USAHA - NETO (lanjutan) / *5. TRADE RECEIVABLES - NET (continued)*

Rincian piutang usaha adalah sebagai berikut: / *The details of trade receivables are as follows:*

	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
Penjualan alat berat pada bidang usaha:			*Sales of heavy equipment used in:*
Perkebunan dan perkayuan	47.955.454	45.698.444	*Plantation and logging*
Pertambangan	12.935.142	26.601.630	*Mining*
Konstruksi	6.071.220	18.847.693	*Constructions*
Sub-total	66.961.816	91.147.767	*Sub-total*
Jasa pemeliharaan dan perbaikan	24.145.398	27.236.330	*Repairs and maintenance services*
Penjualan suku cadang	20.198.642	32.767.758	*Sales of spare parts*
Jasa rental	3.340.086	5.472.639	*Rent services*
Total	114.645.942	156.624.494	*Total*
Dikurangi penyisihan kerugian kredit ekspektasian	(1.224.981)	(605.331)	*Less allowance for expected credit losses*
Neto	**113.420.961**	**156.019.163**	***Net***

Rincian piutang usaha berdasarkan mata uang asal adalah sebagai berikut: / *The details of trade receivables based on original currencies are as follows:*

	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
Pihak berelasi (Catatan 6a)			*Related parties (Note 6a)*
Rupiah (Rp103.580.418.939 pada tanggal 31 Maret 2026 dan Rp87.439.901.248 pada tanggal 31 Maret 2025)	6.095.708	5.272.626	*Rupiah (Rp103,580,418,939 as of March 31, 2026 and Rp87,439,901,248 as of March 31, 2025)*
Dolar Amerika Serikat	1.390.985	173.250	*United States Dollar*
Sub-total	7.486.693	5.445.876	*Sub-total*
Pihak ketiga			*Third parties*
Rupiah (Rp1.820.790.800.780 pada tanggal 31 Maret 2026 dan Rp2.479.415.528.487 pada tanggal 31 Maret 2025)	107.153.453	149.513.909	*Rupiah (Rp1,820,790,800,780 as of March 31, 2026 and Rp2,479,415,528,487 as of March 31, 2025)*
Dolar Amerika Serikat	5.796	1.664.709	*United States Dollar*
Sub-total	107.159.249	151.178.618	*Sub-total*
Total	114.645.942	156.624.494	*Total*
Dikurangi penyisihan kerugian kredit ekspektasian	(1.224.981)	(605.331)	*Less allowance for expected credit losses*
Neto	**113.420.961**	**156.019.163**	***Net***

Pada tanggal 31 Maret 2026 dan 2025, tidak terdapat piutang usaha yang dijaminkan. / *As of March 31, 2026 and 2025, there are no trade receivables pledged as collateral.*

6. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI

Dalam kegiatan usaha yang normal, Perusahaan melakukan transaksi dengan harga, persyaratan dan ketentuan yang konsisten dengan pihak ketiga.

a. Piutang Usaha

Rincian piutang usaha dengan pihak berelasi adalah sebagai berikut:

6. BALANCES AND TRANSACTIONS WITH RELATED PARTIES

In the normal course of business, the Company conducts transactions with prices, terms and conditions that are consistent as those with third parties.

a. Trade Receivables

The details of trade receivables from related parties are as follows:

	Jumlah/ *Amount*		Persentase Terhadap Total Aset/ *Percentage to Total Assets*		
	31 Maret 2026/ *March 31, 2026*	**31 Maret 2025/ *March 31, 2025***	**31 Maret 2026/ *March 31, 2026***	**31 Maret 2025/ *March 31, 2025***	
PT Hexa Finance Indonesia	6.079.650	5.272.289	1,49%	1,15%	*PT Hexa Finance Indonesia*
Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapura	1.390.985	173.250	0,34%	0,04%	*Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapore*
PT Hitachi Construction Machinery Indonesia	16.058	337	0,00%	0,00%	*PT Hitachi Construction Machinery Indonesia*
Total (Catatan 5)	**7.486.693**	**5.445.876**	**1,84%**	**1,19%**	***Total (Note 5)***

Piutang dari PT Hexa Finance Indonesia merupakan piutang atas penjualan alat berat dan jasa pemeliharaan dan perbaikan.

Receivables from PT Hexa Finance Indonesia represent receivables from sales of heavy equipment and repair and maintenance services.

Piutang dari Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapura ("HMAP") merupakan piutang atas penjualan alat berat.

Receivables from Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapore ("HMAP") represent receivables from sales of heavy equipment.

Piutang dari PT Hitachi Construction Machinery Indonesia ("HCMI") merupakan piutang atas penjualan suku cadang, sewa alat berat dan jasa pemeliharaan dan perbaikan.

Receivables from PT Hitachi Construction Machinery Indonesia ("HCMI") represent receivables from sales of spare parts, rental of heavy equipment and repair and maintenance services.

6. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

b. Piutang Non-usaha

Rincian piutang non-usaha dengan pihak berelasi atas transaksi di luar usaha utama Perusahaan adalah sebagai berikut:

6. BALANCES AND TRANSACTIONS WITH RELATED PARTIES (continued)

b. Non-trade Receivables

The details of non-trade receivables from related parties for transactions outside the Company's main business are as follows:

	Jumlah/ *Amount*		Persentase Terhadap Total Aset/ *Percentage to Total Assets*		
	31 Maret 2026/ *March 31, 2026*	**31 Maret 2025/ *March 31, 2025***	**31 Maret 2026/ *March 31, 2026***	**31 Maret 2025/ *March 31, 2025***	
Hitachi Construction Machinery Co. Ltd., Jepang	212.493	4.656.738	0,04%	1,02%	*Hitachi Construction Machinery Co. Ltd., Japan*
Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapura	194.827	1.148.157	0,09%	0,25%	*Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapore*
PT Hitachi Construction Machinery Indonesia	62.765	85.745	0,00%	0,02%	*PT Hitachi Construction Machinery Indonesia*
Wenco International Mining Systems Ltd., Kanada	8.723	7.627	0,00%	0,00%	*Wenco International Mining Systems Ltd., Canada*
PT Bradken Indonesia	3.151	-	0,00%	-	*PT Bradken Indonesia*
ITOCHU Corporation, Jepang	-	30.315	-	0,01%	*ITOCHU Corporation, Japan*
Hitachi Construction Truck Manufacturing Ltd., Kanada	-	892	-	0,00%	*Hitachi Construction Truck Manufacturing Ltd., Canada*
Total	**481.959**	**5.929.474**	**0,12%**	**1,30%**	***Total***

Piutang dari HMAP merupakan tagihan atas penggantian suku cadang untuk pelanggan Perusahaan selama masa garansi.

Receivables from HMAP represent receivables from replacement of spare parts for the Company's customers during warranty period.

Piutang dari HCM dan PT Bradken Indonesia merupakan tagihan atas penggantian suku cadang untuk pelanggan Perusahaan selama masa garansi, penggantian atas kerugian penjualan alat berat dan biaya-biaya HCM yang dibayarkan terlebih dahulu oleh Perusahaan.

Receivables from HCM and PT Bradken Indonesia represent receivables from replacement of spare parts for the Company's customers during warranty period, replacement for loss incurred from heavy equipment resale and claims on reimbursement for expenses of HCM that were paid in advance by the Company.

Piutang dari Wenco International Mining Systems Ltd., Kanada, HCMI, ITOCHU Corporation, Jepang, dan Hitachi Construction Truck Manufacturing Ltd., Kanada merupakan tagihan atas penggantian biaya yang dibayarkan terlebih dahulu oleh Perusahaan.

Receivables from Wenco International Mining Systems Ltd., Canada, HCMI, ITOCHU Corporation, Japan, and Hitachi Construction Truck Manufacturing Ltd., Canada represent reimbursement for expenses that were paid in advance by the Company.

6. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

b. Piutang Non-usaha (lanjutan)

Rincian piutang non-usaha dari pihak berelasi berdasarkan mata uang asal adalah sebagai berikut:

	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
Dolar Amerika Serikat	477.179	5.843.729	*United States Dollar*
Rupiah (Rp81.222.253 pada tanggal 31 Maret 2026 dan Rp1.421.977.234 pada tanggal 31 Maret 2025)	4.780	85.745	*Rupiah (Rp81,222,253 as of March 31, 2026 and Rp1,421,977,234 as of March 31, 2025)*
Total	**481.959**	**5.929.474**	***Total***

Manajemen Perusahaan berkeyakinan bahwa seluruh piutang non-usaha dari pihak berelasi dapat tertagih seluruhnya sehingga tidak dibentuk cadangan kerugian kredit ekspektasian.

6. BALANCES AND TRANSACTIONS WITH RELATED PARTIES (continued)

b. Non-trade Receivables (continued)

The details of non-trade receivables from related parties based on original currencies are as follows:

The Company's management believes that all non-trade receivables from related parties can be collected, thus no allowance for expected credit losses was provided.

c. Utang Usaha

Rincian utang usaha kepada pihak berelasi adalah sebagai berikut:

	Jumlah/ *Amount*		Persentase Terhadap Total Liabilitas/ *Percentage to Total Liabilities*		
	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
PT Hitachi Construction Machinery Indonesia	50.613.783	34.823.108	20,91%	12,18%	*PT Hitachi Construction Machinery Indonesia*
Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapura	45.072.932	29.722.363	18,62%	10,40%	*Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapore*
Wenco International Mining Systems Ltd., Kanada	1.029.361	270.449	0,43%	0,09%	*Wenco International Mining Systems Ltd., Canada*
Hitachi Construction Machinery Co. Ltd., Jepang	229.290	264.693	0,09%	0,09%	*Hitachi Construction Machinery Co. Ltd., Japan*
Bradken Resources Pty. Ltd., Australia	98.812	57.049	0,04%	0,02%	*Bradken Resources Pty. Ltd., Australia*
Total (Catatan 15)	**97.044.178**	**65.137.662**	**40,10%**	**22,78%**	***Total (Note 15)***

Utang usaha kepada HCMI dan HMAP merupakan utang atas pembelian suku cadang dan alat berat (Catatan 33a).

c. Trade Payables

The details of trade payables to related parties are as follows:

Trade payables to HCMI and HMAP represent payables for purchases of spare parts and heavy equipment (Note 33a).

6. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

c. Utang Usaha (lanjutan)

Utang usaha kepada Wenco International Mining Systems Ltd., Kanada, HCM dan Bradken Resources Pty. Ltd., Australia merupakan utang atas pembelian suku cadang.

d. Utang Non-usaha

Rincian utang non-usaha dengan pihak berelasi atas transaksi di luar usaha pokok Perusahaan adalah sebagai berikut:

6. BALANCES AND TRANSACTIONS WITH RELATED PARTIES (continued)

c. Trade Payables (continued)

Trade payables to Wenco International Mining Systems Ltd., Canada, HCM and Bradken Resources Pty. Ltd., Australia represent payables for purchases of spare parts.

d. Non-trade Payables

The details of non-trade payables to related parties from transactions outside the Company's main business are as follows:

	Jumlah/ *Amount*		Persentase Terhadap Total Liabilitas/ *Percentage to Total Liabilities*		
	31 Maret 2026/ *March 31, 2026*	**31 Maret 2025/ *March 31, 2025***	**31 Maret 2026/ *March 31, 2026***	**31 Maret 2025/ *March 31, 2025***	
Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapura	350.225	159.679	0,14%	0,06%	*Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapore*
Hitachi Construction Machinery Co. Ltd., Jepang	232.906	224.393	0,10%	0,08%	*Hitachi Construction Machinery Co. Ltd., Japan*
Hitachi Ltd., Jepang	54.275	58.341	0,02%	0,02%	*Hitachi Ltd., Japan*
Hitachi Asia Ltd., Singapura	-	68.899	-	0,02%	*Hitachi Asia Ltd., Singapore*
Total	**637.406**	**511.312**	**0,26%**	**0,18%**	***Total***

Utang non-usaha kepada HCM, HMAP dan Hitachi Asia Ltd., Singapura ("HAS") merupakan tagihan atas biaya-biaya Perusahaan yang dibayarkan terlebih dahulu oleh HCM, HMAP dan HAS.

Non-trade payables to HCM, HMAP and Hitachi Asia Ltd., Singapore ("HAS") represent billings on reimbursement for expenses of the Company that were paid in advance by HCM, HMAP and HAS.

Utang non-usaha kepada Hitachi Ltd., Jepang merupakan tagihan atas penggunaan *software*.

Non-trade payables to Hitachi Ltd., Japan represent claims on software usage.

Pada tanggal 31 Maret 2026 dan 2025, utang non-usaha dengan pihak berelasi akan jatuh tempo dalam jangka waktu 1 bulan.

As of March 31, 2026 and 2025, non-trade payables to related parties are due in 1 month.

Rincian utang non-usaha dengan pihak berelasi berdasarkan mata uang asal adalah sebagai berikut:

The details of non-trade payables to related parties based on original currencies are as follows:

	31 Maret 2026/ *March 31, 2026*	**31 Maret 2025/ *March 31, 2025***	
Dolar Amerika Serikat	407.500	139.936	*United States Dollar*
Yen Jepang (¥JP36.726.235 pada tanggal 31 Maret 2026 dan ¥JP45.472.086 pada tanggal 31 Maret 2025)	229.906	302.389	*Japanese Yen (JP¥36,726,235 as of March 31, 2026 and JP¥45,472,086 as of March 31, 2025)*
Dolar Singapura ($SG92.239 pada tanggal 31 Maret 2025)	-	68.987	*Singapore Dollar (SG$92,239 as of March 31, 2025)*
Total	**637.406**	**511.312**	***Total***

6. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

6. *BALANCES AND TRANSACTIONS WITH RELATED PARTIES (continued)*

e. Penjualan dan Pembelian

e. Sales and Purchases

Rincian penjualan kepada pihak berelasi untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

The details of sales to related parties for the years ended March 31, 2026 and 2025 are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/*Year ended March 31,*				
	Jumlah/*Amount*		Persentase Terhadap Penghasilan Neto/ *Percentage to Net Revenues*		
	2026	2025	2026	2025	
Penjualan Alat Berat, Suku Cadang, Jasa Pemeliharaan dan Perbaikan, dan Jasa Penyewaan Alat Berat (Catatan 23)					***Sales of Heavy Equipment, Spare Parts, Repair and Maintenance, and Rental of, Heavy Equipment (Note 23)***
PT Hexa Finance Indonesia	39.373.437	21.067.775	7,64%	4,03%	*PT Hexa Finance Indonesia*
Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapura	2.609.186	220.598	0,51%	0,04%	*Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapore*
Hitachi Construction Machinery (Malaysia) Sdn. Bhd., Malaysia	1.314.600	-	0,26%	-	*Hitachi Construction Machinery (Malaysia) Sdn. Bhd., Malaysia*
Hitachi Construction Machinery Co. Ltd., Thailand	887.600	-	0,17%	-	*Hitachi Construction Machinery Co. Ltd., Thailand*
PT Hitachi Construction Machinery Indonesia	29.613	80.542	0,01%	0,02%	*PT Hitachi Construction Machinery Indonesia*
Hitachi Construction Machinery Americas Inc., Amerika Serikat	-	151.420	-	0,03%	*Hitachi Construction Machinery Americas Inc., United States of America*
Total	**44.214.436**	**21.520.335**	**8,58%**	**4,12%**	***Total***

Rincian pembelian alat berat dan suku cadang dari pihak berelasi untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

The details of purchases of heavy equipment and spare parts from related parties for the years ended March 31, 2026 and 2025 are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/*Year ended March 31,*				
	Jumlah/*Amount*		Persentase Terhadap Penghasilan Neto/ *Percentage to Net Revenues*		
	2026	2025	2026	2025	
Pembelian Alat Berat dan Suku Cadang (Catatan 24)					***Purchases of Heavy Equipment and Spare Parts (Note 24)***
PT Hitachi Construction Machinery Indonesia	184.791.887	203.200.397	35,85%	38,87%	*PT Hitachi Construction Machinery Indonesia*
Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapura	62.694.266	113.652.330	12,16%	21,74%	*Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapore*
Wenco International Mining Systems Ltd., Kanada	1.534.118	146.560	0,30%	0,03%	*Wenco International Mining Systems Ltd., Canada*
Hitachi Construction Machinery Co. Ltd., Jepang	837.253	408.800	0,16%	0,08%	*Hitachi Construction Machinery Co. Ltd., Japan*
Bradken Resources Pty. Ltd., Australia	370.103	522.527	0,07%	0,10%	*Bradken Resources Pty. Ltd., Australia*
PT Bradken Indonesia	8.974	38.187	0,00%	0,01%	*PT Bradken Indonesia*
Hitachi Kenki Logistics Technology Co. Ltd., Jepang	-	459.814	-	0,09%	*Hitachi Kenki Logistics Technology Co. Ltd., Japan*
Total	**250.236.601**	**318.428.615**	**48,55%**	**60,92%**	***Total***

6. SALDO DAN TRANSAKSI DENGAN PIHAK BERELASI (lanjutan)

6. *BALANCES AND TRANSACTIONS WITH RELATED PARTIES (continued)*

Kompensasi Manajemen Kunci

Key Management Compensation

Dalam melakukan aktivitas operasionalnya, Perusahaan memiliki beberapa personil kunci yang terdiri dari Dewan Komisaris dan Direksi.

In the operational activities, the Company has several key personnel consisting of the Boards of Commissioners and Directors.

Jumlah kompensasi untuk manajemen kunci untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

The compensation to key management for the years ended March 31, 2026 and 2025 is as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Dewan Komisaris			*Board of Commissioners*
Imbalan kerja jangka pendek	36.018	36.406	*Short-term employee benefits*
Direksi			*Directors*
Imbalan kerja jangka pendek	675.708	626.804	*Short-term employee benefits*
Total	**711.726**	**663.210**	***Total***

Transaksi afiliasi yang dilakukan oleh Perusahaan merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dilakukan secara rutin berulang atau berkelanjutan. Manajemen Perusahaan berkeyakinan bahwa transaksi afiliasi dilakukan sesuai praktik bisnis yang berlaku umum.

Affiliate transactions conducted by the Company are business activities carried out in order to generate operating income and are performed on a routine, recurring, or continuous basis. The Company's management believes that affiliate transactions are conducted in accordance with prevailing business practices.

Hubungan antara Perusahaan dan pihak berelasi adalah sebagai berikut:

The nature of relationship of the Company with related parties is as follows:

Hubungan/Nama Pihak Berelasi	***Relationship/Name of Related Parties***
Pemegang Saham	*Shareholders*
1. Hitachi Construction Machinery Co. Ltd., Jepang	*1. Hitachi Construction Machinery Co. Ltd., Japan*
2. Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapura	*2. Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapore*
3. ITOCHU Corporation, Jepang	*3. ITOCHU Corporation, Japan*
Entitas Sepengendali	*Entities under Common Control*
1. PT Hitachi Construction Machinery Indonesia	*1. PT Hitachi Construction Machinery Indonesia*
2. Hitachi Asia Ltd., Singapura	*2. Hitachi Asia Ltd., Singapore*
3. Hitachi Construction Machinery Americas Inc., Amerika Serikat	*3. Hitachi Construction Machinery Americas Inc., United States of America*
4. Hitachi Construction Machinery (Malaysia) Sdn. Bhd., Malaysia	*4. Hitachi Construction Machinery (Malaysia) Sdn. Bhd., Malaysia*
5. Hitachi Construction Machinery Australia Pty. Ltd., Australia	*5. Hitachi Construction Machinery Australia Pty. Ltd., Australia*
6. Wenco International Mining Systems Ltd., Kanada	*6. Wenco International Mining Systems Ltd., Canada*
7. PT Bradken Indonesia	*7. PT Bradken Indonesia*
8. Bradken Resources Pty Ltd., Australia	*8. Bradken Resources Pty Ltd., Australia*
9. Tata Hitachi Construction Machinery Company Private Limited, India	*9. Tata Hitachi Construction Machinery Company Private Limited, India*
10. Hitachi Ltd., Jepang	*10. Hitachi Ltd., Japan*
11. Hitachi Construction Truck Manufacturing Ltd., Kanada	*11. Hitachi Construction Truck Manufacturing Ltd., Canada*
12. Hitachi Kenki Logistics Technology Co. Ltd., Jepang	*12. Hitachi Kenki Logistics Technology Co. Ltd., Japan*
13. Hitachi Construction Machinery Co. Ltd., Thailand	*13. Hitachi Construction Machinery Co. Ltd., Thailand*
Entitas Asosiasi yang Merupakan Anggota Kelompok Usaha dimana Perusahaan adalah Anggotanya	*Associate of a Member of a Group of which the Company is a Member*
1. PT Hexa Finance Indonesia	*1. PT Hexa Finance Indonesia*

7. PERSEDIAAN - NETO / *7. INVENTORIES - NET*

Akun ini terdiri dari: / *This account consists of:*

	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
Barang dagangan			*Merchandise inventories*
Suku cadang	128.762.809	135.792.639	*Spare parts*
Alat berat	86.134.427	65.900.332	*Heavy equipment*
Barang dalam proses	2.535.820	2.956.750	*Work in-process*
Barang dalam perjalanan	11.114.501	11.261.363	*Goods in transit*
Total	228.547.557	215.911.084	*Total*
Cadangan penurunan nilai pasar	(3.822.582)	(4.057.936)	*Allowance for decline in market value*
Neto	**224.724.975**	**211.853.148**	***Net***

Mutasi cadangan penurunan nilai pasar persediaan untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

The movements of allowance for decline in market value of inventories for the years ended March 31, 2026 and 2025 are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Saldo awal	4.057.936	3.458.698	*Beginning balance*
Penyisihan selama tahun berjalan	1.655.856	977.021	*Provision during the year*
Penghapusan selama tahun berjalan	(1.891.210)	(377.783)	*Write-off during the year*
Saldo akhir	**3.822.582**	**4.057.936**	***Ending balance***

Penyisihan penurunan nilai pasar persediaan untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 masing-masing sebesar $AS1.655.856 dan $AS977.021 dicatat sebagai bagian dari akun "Beban Pokok Penghasilan" pada laporan laba rugi dan penghasilan komprehensif lain (Catatan 24 dan 34).

Provision for decline in market value of inventories for the years ended March 31, 2026 and 2025 amounting to US$1,655,856 and US$977,021, respectively, presented as part of "Cost of Revenues" account in the statements of profit or loss and other comprehensive income (Notes 24 and 34).

Manajemen Perusahaan berkeyakinan bahwa jumlah cadangan tersebut cukup untuk menutup kemungkinan kerugian dari penurunan nilai pasar atas persediaan.

The Company's management believes that the allowance for inventories is adequate to cover possible losses from decline in market value of inventories.

Seluruh persediaan telah diasuransikan terhadap risiko kebakaran dan risiko lainnya berdasarkan suatu paket polis tertentu dengan jumlah pertanggungan sebesar $AS600.337.000 pada tanggal 31 Maret 2026 dan $AS702.062.271 pada tanggal 31 Maret 2025 yang menurut pendapat manajemen Perusahaan nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian dari risiko-risiko tersebut.

All inventories are covered by insurance against losses from fire and other risks under blanket policies amounting to US$600,337,000 as of March 31, 2026 and US$702,062,271 as of March 31, 2025, which the Company's management believes is adequate to cover possible losses arising from such risks.

Pada tanggal 31 Maret 2026 dan 2025, tidak terdapat persediaan yang dijaminkan.

As of March 31, 2026 and 2025, there are no inventories pledged as collateral.

8. UANG MUKA DAN BIAYA DIBAYAR DI MUKA

a. Uang muka

Pada tanggal 31 Maret 2026 dan 2025, uang muka masing-masing sebesar AS$1.379.262 dan AS$2.447.955 terutama merupakan uang muka atas pembelian persediaan alat berat.

b. Biaya dibayar di muka

Pada tanggal 31 Maret 2026 dan 2025, biaya dibayar di muka masing-masing sebesar $AS379.394 dan $AS344.179 terutama merupakan asuransi dan sewa yang telah dibayarkan untuk jangka waktu tertentu.

8. ADVANCES AND PREPAID EXPENSES

a. Advances

As of March 31, 2026 and 2025, advances amounting US$1,379,262 and US$2,447,955, respectively, mainly represents advances paid for purchase of heavy equipment inventories.

b. Prepaid expenses

As of March 31, 2026 and 2025, prepaid expenses amounting to US$379,394 and US$344,179, respectively, mainly represents insurance and rent paid in advance for certain period.

9. ASET KEUANGAN TIDAK LANCAR

Aset keuangan tidak lancar merupakan penyertaan saham sebanyak 45.000.000 saham atau 15% kepemilikan di PT Hexa Finance Indonesia (“Hexa”), pihak berelasi, dengan harga akuisisi sebesar Rp45.000.000.000 (setara dengan $AS4.579.765).

Mutasi perubahan nilai wajar investasi saham adalah sebagai berikut

9. NON-CURRENT FINANCIAL ASSETS

Non-current financial assets represent investment in 45,000,000 shares or 15% share ownership in PT Hexa Finance Indonesia (“Hexa”), a related party, with acquisition price amounting to Rp45,000,000,000 (equivalent to US$4,579,765).

Movement of changes in fair value of the investment in shares of stock are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Saldo awal	4.823.537	5.236.399	*Beginning balance*
Perubahan nilai wajar investasi saham	(66.927)	(412.862)	*Fair value change of investment in shares*
Saldo akhir	**4.756.610**	**4.823.537**	***Ending balance***

Pada tanggal 25 Juni 2025, Perusahaan menerima dividen kas dari Hexa sebesar Rp8.571.600.000 (setara dengan $AS527.325), disajikan sebagai bagian dari “Pendapatan Lainnya” dalam laporan laba rugi dan penghasilan komprehensif lain (Catatan 27).

On June 25, 2025, the Company received cash dividends from Hexa amounting to Rp8,571,600,000 (equivalent to US$527,325), presented as part of “Other Income” in the statement of profit or loss and other comprehensive income (Note 27).

Pada tanggal 31 Mei 2024, Perusahaan menerima dividen kas dari Hexa sebesar Rp5.871.900.000 (setara dengan $AS363.353), disajikan sebagai bagian dari “Pendapatan Lainnya” dalam laporan laba rugi dan penghasilan komprehensif lain (Catatan 27).

On May 31, 2024, the Company received cash dividends from Hexa amounting to Rp5,871,900,000 (equivalent to US$363,353), presented as part of “Other Income” in the statement of profit or loss and other comprehensive income (Note 27).

10. ASET TETAP - NETO / *10. FIXED ASSETS - NET*

Akun ini terdiri dari: / *This account consists of:*

Tahun yang berakhir pada tanggal 31 Maret 2026/ *Year ended March 31, 2026*

	Saldo Awal/ *Beginning Balance*	Penambahan/ *Additions*	Reklasifikasi/ *Reclassifications*	Pengurangan/ *Deductions*	Saldo Akhir/ *Ending Balance*	
Harga Perolehan						***Cost***
Tanah	10.458.537	-	-	-	10.458.537	*Land*
Bangunan	31.989.162	-	560.458	5.230	32.544.390	*Buildings*
Mesin	10.707.230	145.999	340.987	300.006	10.894.210	*Machinery*
Kendaraan	11.368.781	1.827.195	2.265.686	1.268.493	14.193.169	*Vehicles*
Peralatan kantor	7.648.678	199.209	37.113	301.614	7.583.386	*Office equipment*
Perabotan kantor	3.147.513	53.025	660	33.618	3.167.580	*Furniture and fixtures*
Peralatan pelayanan purna jual	6.784.686	210.971	4.467	131.101	6.869.023	*Tools for after-sales services*
Alat berat yang disewakan	29.801.721	-	(11.665.726)	-	18.135.995	*Heavy equipment - rental*
Sub-total	111.906.308	2.436.399	(8.456.355)	2.040.062	103.846.290	*Sub-total*
Aset dalam pembangunan	292.652	529.346	(716.407)	-	105.591	*Construction in-progress*
Total Harga Perolehan	112.198.960	2.965.745	(9.172.762)	2.040.062	103.951.881	*Total Cost*
Akumulasi Penyusutan						***Accumulated Depreciation***
Bangunan	23.455.897	1.329.334	-	4.062	24.781.169	*Buildings*
Mesin	8.632.686	652.055	(4.956)	299.695	8.980.090	*Machinery*
Kendaraan	8.613.734	980.530	2.215.882	1.268.493	10.541.653	*Vehicles*
Peralatan kantor	6.348.631	507.983	-	268.884	6.587.730	*Office equipment*
Perabotan kantor	2.841.722	109.173	-	33.295	2.917.600	*Furniture and fixtures*
Peralatan pelayanan purna jual	6.542.647	232.895	-	130.124	6.645.418	*Tools for after-sales services*
Alat berat yang disewakan	8.617.528	3.165.276	(4.679.393)	-	7.103.411	*Heavy equipment - rental*
Total Akumulasi Penyusutan	65.052.845	6.977.246	(2.468.467)	2.004.553	67.557.071	*Total Accumulated Depreciation*
Nilai Buku Neto	**47.146.115**				**36.394.810**	***Net Book Value***

Tahun yang berakhir pada tanggal 31 Maret 2025/ *Year ended March 31, 2025*

	Saldo Awal/ *Beginning Balance*	Penambahan/ *Additions*	Reklasifikasi/ *Reclassifications*	Pengurangan/ *Deductions*	Saldo Akhir/ *Ending Balance*	
Harga Perolehan						***Cost***
Tanah	10.458.537	-	-	-	10.458.537	*Land*
Bangunan	31.426.645	22.524	546.320	6.327	31.989.162	*Buildings*
Mesin	10.281.503	1.264.611	(672.224)	166.660	10.707.230	*Machinery*
Kendaraan	10.754.595	2.419.577	734.948	2.540.339	11.368.781	*Vehicles*
Peralatan kantor	7.382.136	245.891	193.148	172.497	7.648.678	*Office equipment*
Perabotan kantor	3.084.295	75.609	-	12.391	3.147.513	*Furniture and fixtures*
Peralatan pelayanan purna jual	6.752.933	203.858	-	172.105	6.784.686	*Tools for after-sales services*
Alat berat yang disewakan	32.584.339	-	(2.782.618)	-	29.801.721	*Heavy equipment - rental*
Sub-total	112.724.983	4.232.070	(1.980.426)	3.070.319	111.906.308	*Sub-total*
Aset dalam pembangunan	1.008.449	536.939	(1.252.736)	-	292.652	*Construction in-progress*
Total Harga Perolehan	113.733.432	4.769.009	(3.233.162)	3.070.319	112.198.960	*Total Cost*
Akumulasi Penyusutan						***Accumulated Depreciation***
Bangunan	22.100.112	1.378.403	(18.168)	4.450	23.455.897	*Buildings*
Mesin	8.567.321	628.634	(396.609)	166.660	8.632.686	*Machinery*
Kendaraan	9.756.971	662.154	734.948	2.540.339	8.613.734	*Vehicles*
Peralatan kantor	5.936.325	564.354	18.168	170.216	6.348.631	*Office equipment*
Perabotan kantor	2.748.279	105.813	-	12.370	2.841.722	*Furniture and fixtures*
Peralatan pelayanan purna jual	6.366.929	347.787	-	172.069	6.542.647	*Tools for after-sales services*
Alat berat yang disewakan	5.297.136	5.076.486	(1.756.094)	-	8.617.528	*Heavy equipment - rental*
Total Akumulasi Penyusutan	60.773.073	8.763.631	(1.417.755)	3.066.104	65.052.845	*Total Accumulated Depreciation*
Nilai Buku Neto	**52.960.359**				**47.146.115**	***Net Book Value***

10. ASET TETAP - NETO (lanjutan)

Beban penyusutan dibebankan pada usaha untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

10. FIXED ASSETS - NET (continued)

Depreciation expenses charged to operations for the years ended March 31, 2026 and 2025 are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Beban pokok penghasilan - jasa penyewaan alat berat dan pemeliharaan dan perbaikan	3.542.683	4.734.085	*Cost of revenues - rental of heavy equipment and repairs and maintenance services*
Beban umum dan administrasi (Catatan 26)	3.434.563	4.029.546	*General and administrative expenses (Note 26)*
Total (Catatan 34)	**6.977.246**	**8.763.631**	***Total (Note 34)***

Selama tahun 2026, beberapa mesin dan alat berat yang disewakan dengan harga perolehan sebesar $AS2.661.633 yang sebelumnya diklasifikasikan sebagai bagian dari akun "Persediaan" direklasifikasi menjadi bagian dari akun "Aset Tetap".

During 2026, several machinery and heavy equipment - rental with total cost of US$2,661,633 which were previously classified as part of "Inventories" account is reclassified as part of "Fixed Assets" account.

Selama tahun 2026, beberapa mesin dan alat berat yang disewakan dengan nilai buku neto sebesar $AS7.432.083 yang sebelumnya diklasifikasikan sebagai bagian dari akun "Aset Tetap" direklasifikasi menjadi bagian dari akun "Persediaan".

During 2026, several machinery and heavy equipment - rental with net book value of US$7,432,083 which were previously classified as part of "Fixed Assets" account is reclassified as part of "Inventories" account.

Selama tahun 2026, aset dalam pembangunan sebesar $AS2.258 direklasifikasi menjadi bagian dari akun "Aset Takberwujud" (Catatan 12).

During 2026, construction in-progress amounting to US$2,258 is reclassified as part of "Intangible Assets" account (Note 12).

Selama tahun 2026, beberapa kendaraan dengan nilai buku neto sebesar nihil yang sebelumnya diklasifikasikan sebagai bagian dari akun "Aset Hak-guna" direklasifikasi menjadi bagian dari akun "Aset Tetap".

During 2026, several vehicles with net book value of nil which were previously classified as part of "Right-of-use Assets" account is reclassified as part of "Fixed Assets" account.

Selama tahun 2025, beberapa mesin dan alat berat yang disewakan dengan harga perolehan sebesar $AS2.233.672 yang sebelumnya diklasifikasikan sebagai bagian dari akun "Persediaan" direklasifikasi menjadi bagian dari akun "Aset Tetap".

During 2025, several machinery and heavy equipment - rental with total cost of US$2,233,672 which were previously classified as part of "Inventories" account is reclassified as part of "Fixed Assets" account.

Selama tahun 2025, beberapa mesin dan alat berat yang disewakan dengan nilai buku neto sebesar $AS3.537.162 yang sebelumnya diklasifikasikan sebagai bagian dari akun "Aset Tetap" direklasifikasi menjadi bagian dari akun "Persediaan".

During 2025, several machinery and heavy equipment - rental with net book value of US$3,537,162 which were previously classified as part of "Fixed Assets" account is reclassified as part of "Inventories" account.

Selama tahun 2025, aset dalam pembangunan sebesar $AS511.917 direklasifikasi menjadi bagian dari akun "Aset Takberwujud" (Catatan 12).

During 2025, construction in-progress amounting to US$511,917 is reclassified as part of "Intangible Assets" account (Note 12).

10. ASET TETAP - NETO (lanjutan)

Selama tahun 2025, beberapa kendaraan dengan nilai buku neto sebesar nihil yang sebelumnya diklasifikasikan sebagai bagian dari akun "Aset Hak-guna" direklasifikasi menjadi bagian dari akun "Aset Tetap".

Perusahaan memiliki tanah dengan status "Hak Guna Bangunan" ("HGB"). Pada tanggal 31 Maret 2026 dan 2025, periode HGB tersebut akan berakhir antara tahun 2026 sampai dengan tahun 2045 dan manajemen Perusahaan berkeyakinan bahwa hak tersebut dapat diperpanjang pada saat akhir masa berlakunya.

Rincian aset dalam pembangunan adalah sebagai berikut:

10. FIXED ASSETS - NET (continued)

During 2025, several vehicles with net book value of nil which were previously classified as part of "Right-of-use Assets" account is reclassified as part of "Fixed Assets" account.

The Company's land are registered as "Building Usage Right" ("HGB") (non-ownership with limited duration). As of March 31, 2026 and 2025, the related landright under HGB will expire between 2026 to 2045 and the Company's management believes that these rights are renewable upon their expiry.

The details of construction in-progress are as follows:

	31 Maret 2026/*March 31, 2026*			
	Perkiraan % Penyelesaian/ *Estimated % of Completion*	**Jumlah Tercatat/ *Carrying Amount***	**Tahun Perkiraan Penyelesaian/ *Estimated Year of Completion***	
Bangunan	11,88% - 75,00%	105.591	Juni 2026/*June 2026*	*Buildings*

	31 Maret 2025/*March 31, 2025*			
	Perkiraan % Penyelesaian/ *Estimated % of Completion*	**Jumlah Tercatat/ *Carrying Amount***	**Tahun Perkiraan Penyelesaian/ *Estimated Year of Completion***	
Bangunan	11,81% - 75,00%	292.652	Agustus 2025/*August 2025*	*Buildings*

Rincian laba atas penjualan aset tetap dan rugi atas penghapusan aset tetap untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

The details of gain on sale of fixed assets and loss on disposal of fixed assets for the years ended March 31, 2026 and 2025 are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Harga jual	255.809	614.209	*Proceeds*
Nilai buku neto	(702)	-	*Net book value*
Laba atas penjualan aset tetap - neto (Catatan 27)	**255.107**	**614.209**	***Gain on sale of fixed assets - net (Note 27)***
Rugi atas penghapusan aset tetap - neto (Catatan 27)	**(34.729)**	**(4.215)**	***Loss on disposal of fixed assets - net (Note 27)***

Pada tanggal 31 Maret 2026 dan 2025, Perusahaan menggunakan aset tetap yang sudah tidak memiliki nilai buku dengan total nilai perolehan masing-masing sebesar $AS37.549.272 dan $AS34.982.151.

As of March 31, 2026 and 2025, the Company utilized fixed assets which are fully depreciated with total acquisition cost amounting to US$37,549,272 and US$34,982,151, respectively.

10. ASET TETAP - NETO (lanjutan)

Aset tetap, kecuali tanah, telah diasuransikan terhadap risiko kebakaran dan risiko lainnya dengan jumlah pertanggungan sebesar $AS40.175.479 dan Rp111.760.258.227 (setara dengan $AS6.576.841) pada tanggal 31 Maret 2026 dan AS$40.877.787 dan Rp103.056.537.466 (setara dengan $AS6.212.716) pada tanggal 31 Maret 2025, yang menurut pendapat manajemen Perusahaan nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian dari risiko-risiko tersebut.

Pada tanggal 31 Maret 2026 dan 2025, manajemen Perusahaan berkeyakinan tidak terdapat keadaan yang memberikan indikasi terjadinya penurunan nilai aset tetap.

10. FIXED ASSETS - NET (continued)

Fixed assets, except for land, are covered by insurance against losses by fire and other risks under blanket policies amounting to US$40,175,479 and Rp111,760,258,227 (equivalent to US$6,576,841) as of March 31, 2026 and US$40,877,787 and Rp103,056,537,466 (equivalent to US$6,212,716) as of March 31, 2025, which the Company's management believes is adequate to cover possible losses arising from such risks.

As of March 31, 2026 and 2025, the Company's management believes that there are no events or conditions that may indicate impairment in value of fixed assets.

11. SEWA

Rincian aset hak-guna adalah sebagai berikut:

11. LEASE

The details of right-of-use assets are as follows:

Tahun yang berakhir pada tanggal 31 Maret 2026/
Year ended March 31, 2026

	Saldo Awal/ *Beginning Balance*	Penambahan/ *Additions*	Reklasifikasi/ *Reclassifications*	Pengurangan/ *Deductions*	Saldo Akhir/ *Ending Balance*	
Harga Perolehan						***Cost***
Bangunan	2.400.527	1.216.585	-	1.314.219	2.302.893	*Buildings*
Kendaraan	4.996.194	-	(2.215.882)	32.782	2.747.530	*Vehicles*
Total Harga Perolehan	7.396.721	1.216.585	(2.215.882)	1.347.001	5.050.423	*Total Cost*
Akumulasi Penyusutan						***Accumulated Depreciation***
Bangunan	1.131.501	1.418.199	-	1.199.680	1.350.020	*Buildings*
Kendaraan	3.347.829	1.243.785	(2.215.882)	25.497	2.350.235	*Vehicles*
Total Akumulasi Penyusutan	4.479.330	2.661.984	(2.215.882)	1.225.177	3.700.255	*Total Accumulated Depreciation*
Nilai Buku Neto	**2.917.391**				**1.350.168**	***Net Book Value***

Tahun yang berakhir pada tanggal 31 Maret 2025/
Year ended March 31, 2025

	Saldo Awal/ *Beginning Balance*	Penambahan/ *Additions*	Reklasifikasi/ *Reclassifications*	Pengurangan/ *Deductions*	Saldo Akhir/ *Ending Balance*	
Harga Perolehan						***Cost***
Bangunan	2.250.105	1.242.777	-	1.092.355	2.400.527	*Buildings*
Kendaraan	5.461.302	269.840	(734.948)	-	4.996.194	*Vehicles*
Total Harga Perolehan	7.711.407	1.512.617	(734.948)	1.092.355	7.396.721	*Total Cost*
Akumulasi Penyusutan						***Accumulated Depreciation***
Bangunan	1.014.708	1.182.014	-	1.065.221	1.131.501	*Buildings*
Kendaraan	2.382.514	1.700.263	(734.948)	-	3.347.829	*Vehicles*
Total Akumulasi Penyusutan	3.397.222	2.882.277	(734.948)	1.065.221	4.479.330	*Total Accumulated Depreciation*
Nilai Buku Neto	**4.314.185**				**2.917.391**	***Net Book Value***

11. SEWA (lanjutan) / *11. LEASE (continued)*

Selama tahun 2026 dan 2025, beberapa kendaraan yang telah sepenuhnya disusutkan dan sebelumnya diklasifikasikan sebagai bagian dari akun "Aset Hak-guna" telah direklasifikasi menjadi bagian dari akun "Aset Tetap" untuk mencerminkan sifat aset tersebut.

During 2026 and 2025, several vehicles were fully depreciated and previously classified as part of the "Right-of-use Assets" account were reclassified to the "Fixed Assets" account.

Perusahaan memiliki komitmen liabilitas sewa atas kendaraan dan bangunan yang akan jatuh tempo pada berbagai tanggal dengan perincian sebagai berikut:

The Company has lease liabilities commitments for vehicles and buildings with expiring on various dates with details as follows:

	31 Maret 2026/ *March 31, 2026*	**31 Maret 2025/ *March 31, 2025***	
Pihak ketiga:			*Third parties:*
PT Arthaasia Finance	288.417	1.404.857	*PT Arthaasia Finance*
PT Mandiri Tunas Finance	31.146	57.425	*PT Mandiri Tunas Finance*
Lain-lain	68.554	-	*Others*
Dikurangi beban bunga	(10.808)	(101.555)	*Less amount representing to interest*
Neto	**377.309**	**1.360.727**	***Net***
Dikurangi bagian yang jatuh tempo dalam satu tahun			*Less current maturities*
Pihak ketiga:			*Third parties:*
PT Arthaasia Finance	(278.669)	(1.021.223)	*PT Arthaasia Finance*
PT Mandiri Tunas Finance	(23.911)	(23.246)	*PT Mandiri Tunas Finance*
Lain-lain	(68.554)	-	*Others*
Sub-total	(371.134)	(1.044.469)	*Sub-total*
Bagian jangka panjang			*Long-term maturities*
Pihak ketiga:			*Third parties:*
PT Arthaasia Finance	-	285.441	*PT Arthaasia Finance*
PT Mandiri Tunas Finance	6.175	30.817	*PT Mandiri Tunas Finance*
Total	**6.175**	**316.258**	***Total***

Jumlah yang diakui dalam laporan arus kas adalah sebagai berikut:

Amounts recognized in the statements of cash flow are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Jumlah kas keluar untuk			*Total cash outflows for*
Pembayaran liabilitas sewa	2.181.581	2.688.087	*Payments of lease liabilities*
Pembayaran bunga	90.508	240.994	*Payments of interest*
Total	**2.272.089**	**2.929.081**	***Total***

11. SEWA (lanjutan) / *11. LEASE (continued)*

Biaya yang diakui dalam laba rugi terkait dengan perjanjian sewa menyewa Perusahaan adalah sebagai berikut:

The following are the amounts recognized in profit or loss related to lease agreements of the Company:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Penyusutan aset hak-guna: (Catatan 34)			*Depreciation right-of-use assets: (Note 34)*
Beban pokok penghasilan	59.289	210.557	*Cost of revenues*
Beban penjualan	32.928	12.610	*Selling expenses*
Beban umum dan administrasi (Catatan 26)	2.569.767	2.659.110	*General and administrative expenses (Note 26)*
Rugi atas penghapusan aset hak-guna (Catatan 28)	114.539	27.134	*Loss on disposal of right-of-use assets (Note 28)*
Bunga atas liabilitas sewa (Catatan 30)	90.508	240.994	*Interest on lease liabilities (Note 30)*
Beban terkait liabilitas sewa bernilai rendah dan jangka pendek	163.912	390.904	*Expenses related to low value and short-term lease liabilities*
Total	**3.030.943**	**3.541.309**	***Total***

Ringkasan komponen perubahan liabilitas yang timbul dari sewa adalah sebagai berikut:

Summary of component of changes in the liabilities arising from leases is as follow:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Saldo awal	1.360.727	2.610.935	*Beginning balance*
Perubahan non-kas - penambahan	1.216.585	1.512.617	*Non-cash changes - additions*
Arus kas	(2.181.581)	(2.688.087)	*Cash flows*
Perubahan non-kas - penghapusan	(6.126)	-	*Non-cash changes - disposal*
Laba selisih kurs	(12.296)	(74.738)	*Gains on foreign exchange*
Saldo akhir	**377.309**	**1.360.727**	***Ending balance***

Nilai kini dari jadwal pembayaran liabilitas sewa berdasarkan tahun jatuh tempo adalah sebagai berikut:

The present values of the scheduled payments of the lease liabilities by the year of maturity are as follows:

	31 Maret 2026/*March 31, 2026*			
	Pembayaran Liabilitas Sewa Minimum/ *Minimum Lease Payment*	**Komponen Bunga/ *Interest Component***	**Nilai Kini/ *Present Value***	
Sampai dengan satu tahun	381.888	(10.754)	371.134	*Within one year*
Lebih dari satu tahun tapi tidak lebih dari lima tahun	6.229	(54)	6.175	*More than one year but no more than five years*
Total	**388.117**	**(10.808)**	**377.309**	***Total***

	31 Maret 2025/*March 31, 2025*			
	Pembayaran Liabilitas Sewa Minimum/ *Minimum Lease Payment*	**Komponen Bunga/ *Interest Component***	**Nilai Kini/ *Present Value***	
Sampai dengan satu tahun	1.134.953	(90.484)	1.044.469	*Within one year*
Lebih dari satu tahun tapi tidak lebih dari lima tahun	327.329	(11.071)	316.258	*More than one year but no more than five years*
Total	**1.462.282**	**(101.555)**	**1.360.727**	***Total***

11. SEWA (lanjutan)

Tingkat bunga per tahun

Tingkat bunga pada tahun 2026 dan 2025 berkisar antara 5,23% - 6,25%.

Seluruh aset yang diperoleh melalui perjanjian sewa pembiayaan digunakan sebagai jaminan atas liabilitas sewa.

Pada tanggal 31 Maret 2026 dan 2025, manajemen Perusahaan berkeyakinan tidak terdapat keadaan yang memberikan indikasi terjadinya penurunan nilai aset hak-guna.

11. LEASE (continued)

Interest rates per annum

Interest rates in 2026 and 2025 ranged from 5.23% - 6.25%.

All assets acquired under finance lease agreements are used as collateral for the lease liabilities.

As of March 31, 2026 and 2025, the Company's management believes that there are no events or conditions that may indicate impairment in value of right-of-use assets.

12. ASET TAKBERWUJUD - NETO

Aset takberwujud merupakan pembelian piranti lunak yang digunakan untuk kegiatan usaha Perusahaan dan biaya perpanjangan HGB.

Mutasi aset takberwujud untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

12. INTANGIBLE ASSETS - NET

Intangible assets represent purchase of software application used for the Company's operations and extension fee of HGB.

Movements of intangible assets for the years ended March 31, 2026 and 2025 are as follows:

Tahun yang berakhir pada tanggal 31 Maret 2026/
Year ended March 31, 2026

	Saldo Awal/ *Beginning Balance*	Penambahan/ *Additions*	Reklasifikasi/ *Reclassifications*	Pengurangan/ *Deductions*	Saldo Akhir/ *Ending Balance*	
Harga Perolehan						***Cost***
Piranti lunak	2.824.023	1.244	2.258	1.284	2.826.241	*Software*
Perizinan	413.244	-	-	-	413.244	*License*
Total Harga Perolehan	3.237.267	1.244	2.258	1.284	3.239.485	*Total Cost*
Akumulasi Amortisasi						***Accumulated Amortization***
Piranti lunak	1.007.048	418.279	-	1.284	1.424.043	*Software*
Perizinan	-	17.219	-	-	17.219	*License*
Total Akumulasi Amortisasi	1.007.048	435.498	-	1.284	1.441.262	*Total Accumulated Amortization*
Nilai Buku Neto	**2.230.219**				**1.798.223**	***Net Book Value***

Tahun yang berakhir pada tanggal 31 Maret 2025/
Year ended March 31, 2025

	Saldo Awal/ *Beginning Balance*	Penambahan/ *Additions*	Reklasifikasi/ *Reclassifications*	Pengurangan/ *Deductions*	Saldo Akhir/ *Ending Balance*	
Harga Perolehan						***Cost***
Piranti lunak	877.049	1.435.320	511.917	263	2.824.023	*Software*
Perizinan	-	413.244	-	-	413.244	*License*
Total Harga Perolehan	877.049	1.848.564	511.917	263	3.237.267	*Total Cost*
Akumulasi Amortisasi						***Accumulated Amortization***
Piranti lunak	774.590	232.721	-	263	1.007.048	*Software*
Nilai Buku Neto	**102.459**				**2.230.219**	***Net Book Value***

Beban amortisasi dibebankan pada usaha untuk tahun yang berakhir pada tanggal 31 Maret 2026 dan 2025 masing-masing sebesar $AS435.498 dan $AS232.721 (Catatan 34).

Pada tanggal 31 Maret 2026 dan 2025, manajemen Perusahaan berkeyakinan tidak terdapat keadaan yang memberikan indikasi terjadinya penurunan nilai aset takberwujud.

Amortization expenses charged to operations for the years ended March 31, 2026 and 2025 amounting to US$435,498 and US$232,721, respectively, (Notes 34).

As of March 31, 2026 and 2025, the Company's management believes that there are no events or conditions that may indicate impairment in value of intangible assets.

13. ESTIMASI TAGIHAN PAJAK / *13. ESTIMATED CLAIMS FOR TAX REFUND*

Rincian estimasi tagihan pajak adalah sebagai berikut:

The details of estimated claims for tax refund are as follows:

	31 Maret 2026/ *March 31, 2026*	**31 Maret 2025/ *March 31, 2025***	
Pajak Penghasilan Badan tahun			*Corporate Income Tax year*
2016	256.981	256.981	*2016*
2026	1.088.674	-	*2026*
Total	**1.345.655**	**256.981**	***Total***

PPh Badan Tahun 2007 / ***Corporate Income Tax for 2007***

Pada bulan Oktober 2012, Direktorat Jenderal Pajak ("DJP") mengajukan peninjauan kembali kepada Mahkamah Agung ("MA") atas putusan Pengadilan Pajak dan Perusahaan telah menyampaikan memori kontra peninjauan kembali kepada Mahkamah Agung pada bulan April 2023. Pada bulan Oktober 2025, MA menolak peninjauan kembali yang diajukan oleh DJP.

In October 2012, the Directorate General of Taxes ("DGT") filed civil review to the Supreme Court ("SC") for the decision from the Tax Court and the Company has submitted appeal memory to the SC in April 2023. In October 2025, the SC rejected the civil review filed by the DGT.

PPN Masa September sampai dengan November 2008 / ***VAT for September to November 2008***

Pada tahun 2012, Perusahaan menerima surat keputusan tertanggal 21 Juni 2012 dan 27 November 2012 dari Pengadilan Pajak yang menyetujui banding Perusahaan atas PPN masa September-November 2008 sebesar Rp4.396.479.260 masing-masing (setara dengan AS$482.335) dan Rp439.647.926 (setara dengan AS$24.782). Pada tanggal 11 Oktober 2012, DJP mengajukan memori peninjauan kembali kepada MA atas surat keputusan dari Pengadilan Pajak tertanggal 21 Juni 2012. Pada tanggal 8 Februari 2013, Perusahaan mengajukan kontramemori peninjauan kembali. Sampai dengan tanggal penyelesaian laporan keuangan, kasus ini masih dalam proses di MA. Sampai dengan tanggal penyelesaian laporan keuangan ini, kasus ini masih dalam proses di MA.

In 2012, the Company received decision letter dated June 21, 2012 and November 27, 2012 from the Tax Court which approved the Company's appeal for its VAT for September - November 2008 of Rp4,396,479,260 (equivalent to US$482,335) and Rp439,647,926 (equivalent to US$24,782). On October 11, 2012, the DGT filed civil review to the SC for the decision letter from the Tax Court dated June 21, 2012. On February 8, 2013, the Company has submitted appeal memory. Until the completion date of these financial statements, the case is still ongoing in the SC.

PPN Masa Desember 2008 / ***VAT for December 2008***

Pada bulan Oktober 2012, DJP mengajukan peninjauan kembali kepada MA atas putusan Pengadilan Pajak dan Perusahaan telah menyampaikan memori kontra peninjauan kembali kepada Mahkamah Agung pada bulan Februari 2013. Pada bulan Oktober 2025, MA menolak peninjauan kembali yang diajukan oleh DJP.

In October 2012, the DGT filed civil review to the SC and the Company has submitted contra memory to the SC in February 2013. In October 2025, the SC rejected the civil review filed by the DGT.

13. ESTIMASI TAGIHAN PAJAK (lanjutan)

Rincian estimasi tagihan pajak adalah sebagai berikut: (lanjutan)

PPh Badan Tahun 2010

Pada tahun 2016, Perusahaan menerima Putusan Pengadilan Pajak tertanggal 29 Juni 2016, yang menyetujui kurang bayar beserta koreksinya sebesar AS$414.400 dari sebelumnya sebesar AS$425.630 yang diajukan oleh DJP. Perusahaan telah menerima pengembalian sebesar Rp152.500.333 (setara dengan AS$11.230) pada tanggal 2 Desember 2016 berdasarkan surat keputusan DJP tertanggal 29 November 2016. Perusahaan telah mencatat hasil pemeriksaan pajak ini sebesar AS$456.814 sebagai bagian dari akun "Beban Pajak Penghasilan - Neto" dalam laporan laba rugi dan penghasilan komprehensif lain tahun 2016 (Catatan 28). Pada tanggal 28 September 2016 Perusahaan mengajukan Memori Peninjauan Kembali. Sampai dengan tanggal penyelesaian laporan keuangan, kasus tersebut masih dalam proses di MA.

PPN Masa April 2010 sampai dengan Maret 2011

Pada bulan Mei 2023, MA menolak peninjauan kembali yang diajukan oleh DJP atas PPN masa November 2010. Sampai dengan tanggal penyelesaian laporan keuangan ini, PPN masa April, Mei, Agustus, September dan Desember 2010 dan Januari dan Februari 2011 masih dalam proses di MA.

PPN Masa Januari sampai dengan Desember 2012

Pada bulan Januari 2014, Perusahaan menerima Surat Ketetapan Pajak Kurang Bayar ("SKPKB") untuk PPN masa Januari - November 2012 sebesar Rp24.790.951.405 (setara dengan $AS2.173.882) dan beberapa Surat Tagihan Pajak ("STP") sebesar Rp2.825.850.799 (setara dengan $AS247.794).

Pada bulan Januari 2014, Perusahaan menerima Surat Ketetapan Pajak Lebih Bayar ("SKPLB") atas PPN masa Desember 2012 sebesar Rp25.514.378.167 (setara dengan $AS2.237.332).

Pada bulan Februari 2014, Perusahaan telah menerima tagihan PPN masa Desember 2012 sebesar Rp8.220.395.305 (setara dengan $AS720.834) dari jumlah yang disetujui sebesar Rp25.514.378.167 (setara dengan $AS2.237.318) setelah dikurangi dengan sebagian SKPKB dan STP sebesar Rp17.293.982.862 (setara dengan $AS1.516.484).

13. ESTIMATED CLAIMS FOR TAX REFUND (continued)

The details of estimated claims for tax refund are as follows: (continued)

Corporate Income Tax for 2010

In 2016, the Company received Tax Decision Letter from the Tax Court dated June 29, 2016 which approved the underpayment and the related correction totaling to US$414,400 from US$425,630 which was proposed by the DGT. The Company received the refund amounting to Rp152,500,333 (equivalent to US$11,230) on December 2, 2016 based on the DGT's decision letter dated November 29, 2016. The Company charged the tax assessment result of US$456,814 as part of "Income Tax Expense - Net" account in the 2016 statement of profit or loss and other comprehensive income (Note 28). On September 28, 2016, the Company has submitted appeal memory. Until the completion date of these financial statements, the case is still ongoing in the SC.

VAT for April 2010 to March 2011

In May 2023, the SC rejected the civil review filed by the DGT on VAT for November 2010. Until the completion date of these financial statements, the cases for VAT relating to April, May, August, September and December 2010 and January and February 2011 are still ongoing in the SC.

VAT for January to December 2012

In January 2014, the Company received Underpayment Tax Assessment Letter ("SKPKB") for its VAT from January to November 2012 amounting to Rp24,790,951,405 (equivalent to US$2,173,882) and several Tax Collection Letters ("STP") totaling to Rp2,825,850,799 (equivalent to US$247,794).

In January 2014, the Company received Overpayment Tax Assessment Letter ("SKPLB") of VAT for December 2012 amounting to Rp25,514,378,167 (equivalent to US$2,237,332).

In February 2014, the Company received the claim for tax refund of VAT for December 2012 of Rp8,220,395,305 (equivalent to US$720,834) from the approved amount of Rp25,514,378,167 (equivalent to US$2,237,318) after deducting certain portion of SKPKB and STP totaling to Rp17,293,982,862 (equivalent to US$1,516,484).

13. ESTIMASI TAGIHAN PAJAK (lanjutan)

Rincian estimasi tagihan pajak adalah sebagai berikut: (lanjutan)

PPN Masa Januari sampai dengan Desember 2012 (lanjutan)

Pada bulan Maret 2014, Perusahaan telah membayar kurang bayar atas PPN masa Januari sampai dengan November 2012 sebesar Rp10.322.819.342 (setara dengan $AS905.193). Pada bulan April 2014, Perusahaan mengajukan surat keberatan atas SKPKB PPN bulan Januari sampai dengan November 2012 dan STP masing-masing sebesar Rp6.329.694.664 (setara dengan $AS555.042) dan Rp2.806.064.069 (setara dengan $AS246.060). Selisih atas jumlah SKPKB dan STP PPN bulan Januari sampai dengan Desember 2012 dengan jumlah yang dibayarkan oleh Perusahaan sebesar Rp18.481.043.471 (setara dengan $AS1.896.887).

Pada bulan Maret 2015, Perusahaan menerima surat dari DJP mengenai penolakan keberatan Perusahaan atas pemeriksaan PPN tahun 2012 sebesar Rp9.135.758.733 (setara dengan $AS698.239). Pada bulan Juni 2015, Perusahaan mengajukan banding atas keputusan DJP ke Pengadilan Pajak.

Pada tahun 2017, Perusahaan menerima surat keputusan dari Pengadilan Pajak dimana Pengadilan Pajak menyetujui banding Perusahaan atas SKPKB PPN masa Januari - Desember 2012. Perusahaan telah menerima pengembalian sebesar Rp11.087.632.581 (setara dengan $AS817.048) pada bulan Februari 2018. Pada bulan Desember 2017, DJP mengajukan memori peninjauan kembali kepada MA atas surat keputusan dari Pengadilan Pajak. Pada bulan Januari 2018, Perusahaan mengajukan kontra memori peninjauan kembali kepada MA.

Pada bulan April 2018, Perusahaan menerima surat keputusan dari DJP yang menyetujui pengurangan atas STP PPN masa pajak Januari sampai Desember 2012, dari sebesar Rp2.806.064.069 (setara dengan $AS197.000) menjadi sebesar Rp1.540.125.136 (setara dengan $AS108.124). Pengembalian tersebut diterima Perusahaan sebesar Rp1.265.938.933 (setara dengan $AS88.875) pada tanggal 12 Mei 2018. Perusahaan menerima keputusan dari DJP dan mencatat koreksi sebesar Rp1.540.125.136 (setara dengan $AS108.124).

13. ESTIMATED CLAIMS FOR TAX REFUND (continued)

The details of estimated claims for tax refund are as follows: (continued)

VAT for January to December 2012 (continued)

In March 2014, the Company paid the underpayment of VAT for January to November 2012 amounting to Rp10,322,819,342 (equivalent to US$905,193). In April 2014, The Company sent objection letter regarding SKPKBs of VAT for January to November 2012 and STPs amounting to Rp6,329,694,664 (equivalent to US$555,042) and Rp2,806,064,069 (equivalent to US$246,060), respectively. The difference in the amount of SKPKB and STP of VAT for January to December 2012 with the total amount paid by the Company amounted to Rp18,481,043,471 (equivalent to US$1,896,887).

In March 2015, the Company received letters from the DGT regarding rejection of the Company's objection for 2012 VAT assessment totaling to Rp9,135,758,733 (equivalent to US$698,239). In June 2015, the Company filed an appeal on the DGT's decision to the Tax Court.

In 2017, the Company received decision letter from the Tax Court which approved the Company's appeal for its SKPKB on VAT for January to December 2012. The Company received the refund amounting to Rp11,087,632,581 (equivalent to US$817,048) in February 2018. In December 2017, the DGT filed civil review to the SC for the decision letter from the Tax Court. In January 2018, the Company has submitted appeal memory to the SC.

In April 2018, the Company received decision letter from the DGT which approved the deduction of STP of VAT for January to December 2012 from Rp2,806,064,069 (equivalent to US$197,000) to become Rp1,540,125,136 (equivalent to US$108,124). The refund received by the Company amounting to Rp1,265,938,933 (equivalent to US$88,875) on May 12, 2018. The Company agreed with the decision from the DGT and recorded the correction amounting to Rp1,540,125,136 (equivalent to US$108,124).

13. ESTIMASI TAGIHAN PAJAK (lanjutan)

Rincian estimasi tagihan pajak adalah sebagai berikut: (lanjutan)

PPN Masa Januari sampai dengan Desember 2012 (lanjutan)

Pada bulan April 2021, MA menolak peninjauan kembali yang diajukan oleh DJP atas PPN masa Juni 2012.

Pada bulan Juni dan Desember 2021, MA mengabulkan peninjauan kembali yang diajukan oleh DJP atas PPN masa Maret, Juli dan Oktober 2012. Perusahaan mencatat koreksi sebesar Rp1.333.495.080 (setara dengan $AS91.985) sebagai bagian dari akun "Beban Lainnya".

Pada bulan Mei dan Juni 2022, MA menolak peninjauan kembali yang diajukan oleh DJP atas PPN masa Januari, Mei, Agustus dan September 2012.

Pada bulan Mei dan Oktober 2023, MA menolak peninjauan kembali yang diajukan oleh DJP atas PPN masa November dan Desember 2012.

Pada bulan Oktober 2025, MA menolak peninjauan kembali yang diajukan oleh DJP atas PPN masa Februari 2012.

PPh Badan Tahun 2016

Pada bulan Agustus 2019, Perusahaan menerima SKPKB atas tagihan pajak penghasilan badan tahun 2016 sebesar $AS463.253. Perusahaan telah membayar kurang bayar tersebut sebesar $AS463.253 pada bulan Agustus 2019. Perusahaan mengajukan surat keberatan pada bulan November 2019 dengan jumlah kurang bayar yang disetujui oleh Perusahaan sebesar $AS272.141 dan dicatat sebagai bagian dari akun "Beban Pajak Penghasilan - Kini".

Pada bulan Oktober 2020, Perusahaan memperoleh surat keputusan dari Kantor Pajak yang isinya menolak keberatan Perusahaan dan menambahkan koreksi sebesar US$65.869. Pada bulan Januari 2022, Perusahaan telah membayar kurang bayar tersebut sebesar Rp926.064.080 (setara dengan $AS66.501). Pada bulan Januari 2022, Perusahaan mengajukan banding ke Pengadilan Pajak atas putusan DJP. Sampai dengan tanggal penyelesaian laporan keuangan ini, kasus ini masih dalam proses di Pengadilan Pajak.

13. ESTIMATED CLAIMS FOR TAX REFUND (continued)

The details of estimated claims for tax refund are as follows: (continued)

VAT for January to December 2012 (continued)

In April 2021, the SC has rejected the civil review filed by the DGT related to VAT for June 2012.

In June and December 2021, the SC has accepted the civil review filed by the DGT related to VAT for March, July and October 2012. The Company has recorded a correction of Rp1,333,495,080 (equivalent to US$91,985) as part of the "Other Expenses".

In May and June 2022, the SC rejected the civil review filed by the DGT related to VAT for January, May, August and September 2012.

In May and October 2023, the SC rejected the civil review filed by the DGT on the VAT for November and December 2012.

In October 2025, the SC rejected the civil review filed by the DGT on the VAT for February 2012.

Corporate Income Tax for 2016

In August 2019, the Company received SKPKB for corporate income tax for 2016 of US$463,253. The Company paid the above underpayment amounting to US$463,253 in August 2019. The Company filed an objection letter in November 2019 to the Tax Office, with the agreed amount of US$272,141 and presented it under "Income Tax Expense - Current".

In October 2020, the Company received tax decision letter from the Tax Office which rejected the Company's objection and added correction of US$65,869. In January 2022, the Company paid the underpayment totaling to Rp926,064,080 (equivalent to US$66,501). In January 2022, the Company filed an appeal on the DGT's decision to the Tax Court. Until the completion date of these financial statements, this case is still ongoing in the Tax Court.

14. UTANG BANK JANGKA PENDEK / *14. SHORT-TERM BANK LOANS*

Akun ini merupakan utang bank jangka pendek yang diperoleh dari:

This account represents short-term bank loans obtained from:

	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
PT Bank Mizuho Indonesia (Rp895.000.000.000 pada tanggal 31 Maret 2026 dan Rp480.000.000.000 pada tanggal 31 Maret 2025)	52.668.746	28.944.000	*PT Bank Mizuho Indonesia (Rp895,000,000,000 as of March 31, 2026 and Rp480,000,000,000 as of March 31, 2025)*
PT Bank Resona Perdania (Rp325.000.000.000 pada tanggal 31 Maret 2026 dan Rp235.000.000.000 pada tanggal 31 Maret 2025)	19.125.522	14.170.500	*PT Bank Resona Perdania (Rp325,000,000,000 as of March 31, 2026 and Rp235,000,000,000 as of March 31, 2025)*
MUFG Bank Ltd., Cabang Jakarta (Rp310.000.000.000 pada tanggal 31 Maret 2026 dan Rp1.064.223.440.000 dan $AS21.200.000 pada tanggal 31 Maret 2025)	18.242.806	85.339.373	*MUFG Bank Ltd., Jakarta Branch (Rp310,000,000,000 as of March 31, 2026 and Rp1,064,223,440,000 and US$21,200,000 as of March 31, 2025)*
PT Bank SMBC Indonesia Tbk (Rp55.588.800.000 pada tanggal 31 Maret 2026 dan Rp278.424.940.800 dan $AS20.000.000 pada tanggal 31 Maret 2025)	3.271.276	36.789.024	*PT Bank SMBC Indonesia Tbk (Rp55,588,800,000 as of March 31, 2026 and Rp278,424,940,800 and US$20,000,000 as of March 31, 2025)*
Total	**93.308.350**	**165.242.897**	***Total***

MUFG Bank Ltd., Cabang Jakarta ("MUFG")

Berdasarkan perjanjian pinjaman bertanggal 31 Maret 2012 dan telah beberapa kali dilakukan amandemen dan perpanjangan, dengan perpanjangan terakhir pada tanggal 27 Maret 2026, Perusahaan memperoleh fasilitas pinjaman dari MUFG sebagai berikut:

a. Pinjaman Bergulir Tanpa Komitmen dengan maksimum pinjaman sebesar Rp1.900.000.000.000.
b. *Uncommitted Payable Finance* dengan batas maksimum pinjaman sebesar Rp300.000.000.000.
c. *Uncommitted Lettter of Credit* - fasilitas Impor/Lokal dengan batas maksimum pinjaman sebesar Rp600.000.000.000.
d. Penyelesaian Impor tanpa Komitmen dengan batas maksimum pinjaman sebesar Rp600.000.000.000.
e. Fasilitas Valuta Asing tanpa Komitmen dengan batas maksimum pinjaman sebesar $AS24.000.000.

MUFG Bank Ltd., Jakarta Branch ("MUFG")

Based on a loan agreement dated March 31, 2012 and has been amended and extended several times, with the latest extension dated March 27, 2026, the Company obtained a loan facility from MUFG as follows:

a. Uncommited Revolving Loan with a maximum credit facility of Rp1,900,000,000,000.
b. Uncommited Payable Finance with a maximum credit facility of Rp300,000,000,000.
c. Uncommitted Letter of Credit - Import/Local facility with a maximum credit facility of Rp600,000,000,000.
d. Uncommitted Import Settlement with a maximum credit facility of Rp600,000,000,000.
e. Uncommitted Forex (Forward) Facility with a maximum credit facility of $US24,000,000.

14. UTANG BANK JANGKA PENDEK (lanjutan)

Akun ini merupakan utang bank jangka pendek yang diperoleh dari: (lanjutan)

MUFG Bank Ltd., Cabang Jakarta ("MUFG") (lanjutan)

Batas maksimum gabungan fasilitas pinjaman a, b, c, d, dan e adalah sebesar Rp1.900.000.000.000 atau nilai setaranya dalam mata uang Yen Jepang dan/atau Dolar Amerika Serikat. Fasilitas pinjaman ini dapat digunakan sampai dengan tanggal 31 Maret 2026. Fasilitas pinjaman ini tersedia selama 12 bulan sejak tanggal perjanjian dan akan jatuh tempo pada beberapa tanggal yaitu 30 Juni 2027, 30 September 2027 dan 31 Maret 2028. Fasilitas ini dikenakan bunga sebesar *cost of fund* + 0,75% per tahun. Fasilitas ini digunakan untuk modal kerja Perusahaan.

Pada tanggal 31 Maret 2026, fasilitas yang telah digunakan oleh Perusahaan adalah fasilitas a, b dan e.

PT Bank SMBC Indonesia Tbk ("SMBC")

Berdasarkan perjanjian pinjaman bertanggal 12 Oktober 2009 dan telah beberapa kali dilakukan amandemen dan perpanjangan, dengan perpanjangan terakhir pada tanggal 30 September 2025, Perusahaan memperoleh fasilitas pinjaman dari SMBC sebagai berikut:

a. *Loan on Note* dengan maksimum pinjaman sebesar Rp1.400.000.000.000.
b. *Foreign bills bought-1* dengan batas maksimum pinjaman sebesar Rp256.000.000.000.
c. *Foreign bills bought-2* dengan batas maksimum pinjaman sebesar Rp256.000.000.000.
d. Bank garansi dengan batas maksimum pinjaman sebesar Rp160.000.000.000.
e. *Commercial Letter of Credit* dengan batas maksimum pinjaman sebesar Rp1.400.000.000.000.
f. *Loan on Note* - fasilitas impor dengan batas maksimum pinjaman sebesar Rp1.400.000.000.000.
g. *Acceptance* dengan batas maksimum pinjaman sebesar Rp1.400.000.000.000.

14. SHORT-TERM BANK LOANS (continued)

This account represents short-term bank loans obtained from: (continued)

MUFG Bank Ltd., Jakarta Branch ("MUFG") (continued)

The maximum combined credit facilities for facilities a, b, c, d, and e are Rp1,900,000,000,000 or its equivalent in Japanese Yen and/or United States Dollar currency. This loan facility is available until March 31, 2026. This loan facility is available for 12 months from the date of the agreement and will mature on several dates which are June 30, 2027, September 30, 2027 and March 31, 2028. The facility is charged interest at the cost of fund + 0.75% per annum. This facility is used for the Company's working capital.

As of March 31, 2026, the facility that has been used by the Company is facility a, b and e.

PT Bank SMBC Indonesia Tbk ("SMBC")

Based on a loan agreement dated October 12, 2009 and has been amended and extended several times, with the latest extension dated September 30, 2025, the Company obtained a loan facility from SMBC as follows:

a. Loan on Note with a maximum credit facility of Rp1,400,000,000,000.
b. Foreign bills bought-1 with a maximum credit facility of Rp256,000,000,000.
c. Foreign bills bought-2 with a maximum credit facility of Rp256,000,000,000.
d. Bank guarantee with a maximum credit facility of Rp160,000,000,000.
e. Commercial Letter of Credit with a maximum credit facility of Rp1,400,000,000,000.
f. Loan on Note - import facility with a maximum credit facility of Rp1,400,000,000,000.
g. Acceptance with a maximum credit facility of Rp1,400,000,000,000.

14. UTANG BANK JANGKA PENDEK (lanjutan)

Akun ini merupakan utang bank jangka pendek yang diperoleh dari: (lanjutan)

PT Bank SMBC Indonesia Tbk ("SMBC") (lanjutan)

Batas maksimum gabungan fasilitas pinjaman a, b, c, e, f dan g adalah sebesar Rp1.400.000.000.000 atau nilai setaranya dalam mata uang Yen Jepang dan/atau Dolar Amerika Serikat. Fasilitas pinjaman ini dapat digunakan sampai dengan tanggal 30 September 2026. Fasilitas pinjaman ini tersedia selama 12 bulan sejak tanggal perjanjian dan akan jatuh tempo pada 9 bulan setelah tanggal penarikan terakhir fasilitas. Fasilitas ini dikenakan bunga sebesar *cost of fund* + 0,3% per tahun. Fasilitas ini digunakan untuk modal kerja Perusahaan.

Pada tanggal 31 Maret 2026, fasilitas yang telah digunakan oleh Perusahaan adalah fasilitas d, e dan g.

PT Bank Mizuho Indonesia ("Mizuho")

Berdasarkan perjanjian pinjaman bertanggal 21 Februari 2020 dan telah beberapa kali dilakukan amandemen dan perpanjangan, dengan perjanjian terakhir pada tanggal 30 April 2025, Perusahaan memperoleh fasilitas pinjaman dari Mizuho berupa fasilitas pinjaman modal kerja jangka pendek tanpa jaminan dengan batas maksimum pinjaman sebesar $AS80.000.000 atau nilai setaranya dalam mata uang Yen Jepang dan/atau Rupiah. Fasilitas pinjaman ini tersedia selama 12 bulan sejak tanggal perjanjian dan akan jatuh tempo pada tanggal 30 April 2026. Fasilitas ini dikenakan bunga sebesar *cost of fund* + 0,5% per tahun. Fasilitas ini digunakan untuk modal kerja Perusahaan.

Pada tanggal 30 April 2026, perjanjian ini mengalami amandemen dimana Perusahaan memperoleh fasilitas pinjaman dari Mizuho sebagai berikut:

a. Pinjaman Berulang dengan maksimum pinjaman sebesar $AS80.000.000.
b. *Uncommitted Letter of Credit* dengan batas maksimum pinjaman sebesar $AS80.000.000.
c. Bank garansi dengan batas maksimum pinjaman sebesar $AS80.000.000.

14. SHORT-TERM BANK LOANS (continued)

This account represents short-term bank loans obtained from: (continued)

PT Bank SMBC Indonesia Tbk ("SMBC") (continued)

The maximum combined credit facilities for facilities a, b, c, e, f and g are Rp1,400,000,000,000 or its equivalent in Japanese Yen and/or United States Dollar currency. This loan facility is available until September 30, 2026. This loan facility is available for 12 months from the date of the agreement and will mature on 9 months after the date of the last withdrawal of the facility. The facility is charged interest at the cost of fund + 0.3% per annum. This facility is used for the Company's working capital.

As of March 31, 2026, the facility that has been used by the Company is facility d, e and g.

PT Bank Mizuho Indonesia ("Mizuho")

Based on a loan agreement dated February 21, 2020 and has been amended and extended several times, with the latest extension dated April 30, 2025, the Company obtained a loan facility from Mizuho with a maximum credit facility of US$80,000,000 or equivalent in Japanese Yen and/or Rupiah currency. This loan facility is available for 12 months from the date of the agreement and will mature on April 30, 2026. The facility is charged interest at the cost of fund + 0.5% per annum. This facility is used for the Company's working capital.

On April 30, 2026, this agreement was amended in which the Company obtained a loan facility from Mizuho as follows:

a. Uncommitted Revolving Loan with a maximum credit facility of US$80,000,000.
b. Uncommitted Letter of Credit with a maximum credit facility of US$80,000,000.
c. Bank guarantee with a maximum credit facility of US$80,000,000.

14. UTANG BANK JANGKA PENDEK (lanjutan)

Akun ini merupakan utang bank jangka pendek yang diperoleh dari: (lanjutan)

PT Bank Mizuho Indonesia ("Mizuho") (lanjutan)

Batas maksimum gabungan fasilitas pinjaman a, b dan c adalah sebesar $AS80.000.000 atau nilai setaranya dalam mata uang Yen Jepang dan/atau Rupiah. Fasilitas pinjaman ini tersedia selama 12 bulan sejak tanggal perjanjian dan akan jatuh tempo pada tanggal 30 April 2027. Fasilitas ini dikenakan bunga sebesar *cost of fund* + 0,50% per tahun. Fasilitas ini digunakan untuk modal kerja Perusahaan.

Pada tanggal 31 Maret 2026, fasilitas yang telah digunakan oleh Perusahaan adalah fasilitas a.

PT Bank Resona Perdania ("Resona")

Berdasarkan perjanjian pinjaman tertanggal 19 Maret 2025, Perusahaan memperoleh fasilitas pinjaman dari Resona berupa fasilitas pinjaman modal kerja jangka pendek tanpa jaminan dengan batas maksimum pinjaman sebesar $AS15.000.000 atau nilai setaranya dalam mata uang Yen Jepang dan/atau Rupiah. Pada tanggal 19 Maret 2026, perjanjian ini mengalami amandemen dimana Perusahaan memperoleh fasilitas pinjaman dari Resona berupa fasilitas pinjaman bergulir sebesar $AS20.000.000 atau nilai setaranya dalam mata uang Yen Jepang dan/atau Rupiah.

Fasilitas pinjaman ini tersedia selama 12 bulan sejak tanggal perjanjian dan akan jatuh tempo pada tanggal 19 Maret 2027. Fasilitas ini dikenakan bunga sebesar *cost of fund* + 0,5% per tahun. Fasilitas ini digunakan untuk modal kerja Perusahaan.

Pada tanggal 31 Maret 2026, fasilitas kredit ini telah digunakan oleh Perusahaan.

Pada tanggal 31 Maret 2026 dan 2025, Perusahaan telah memenuhi seluruh persyaratan yang diuraikan dalam perjanjian pinjaman.

Pada tanggal 31 Maret 2026 dan 2025, tidak terdapat aset atau jaminan yang digunakan sebagai agunan untuk seluruh fasilitas pinjaman.

Beban bunga sebesar $AS7.249.039 dan $AS7.072.169 masing-masing pada tahun 2026 dan 2025 (Catatan 30).

14. SHORT-TERM BANK LOANS (continued)

This account represents short-term bank loans obtained from: (continued)

PT Bank Mizuho Indonesia ("Mizuho") (continued)

The maximum combined credit facilities for facilities a, b and c are US$80,000,000 or its equivalent in Japanese Yen and/or Rupiah currency. This loan facility is available for 12 months from the date of the agreement and will mature on April 30, 2027. The facility is charged interest at the cost of fund + 0.50% per annum. This facility is used for the Company's working capital.

As of March 31, 2026, the facility that has been used by the Company is facility a.

PT Bank Resona Perdania ("Resona")

Based on a loan agreement dated March 19, 2025, the Company obtained an uncommitted working capital loan facility from Resona with a maximum credit facility of US$15,000,000 or equivalent in Japanese Yen and/or Rupiah currency. On March 19, 2026, this agreement was amended in which the Company obtained a loan facility from Resona in the form of a revolving credit facility amounting to US$20,000,000 or equivalent in Japanese Yen and/or Rupiah currency.

This loan facility is available for 12 months from the date of the agreement and will mature on March 19, 2027. The facility is charged interest at the cost of fund + 0.5% per annum. This facility is used for the Company's working capital.

As of March 31, 2026, this credit facility has been used by the Company.

As of March 31, 2026 and 2025, the Company has complied with all convenants which are stated in the loan agreements.

As of March 31, 2026 and 2025, there are no assets or guarantees pledged as collateral for all loan facilities.

Interest expense amounted to US$7,249,039 and US$7,072,169 in 2026 and 2025, respectively (Note 30).

15. UTANG USAHA / *15. TRADE PAYABLES*

Rincian utang usaha adalah sebagai berikut: / *The details of trade payables are as follows:*

	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
Pihak berelasi (Catatan 6c)	97.044.178	65.137.662	*Related parties (Note 6c)*
Pihak ketiga	7.281.919	9.348.191	*Third parties*
Total	**104.326.097**	**74.485.853**	***Total***

Rincian utang usaha kepada pihak ketiga sehubungan dengan pembelian barang dan jasa adalah sebagai berikut: / *The details of trade payables to third parties arising from purchases of goods and services are as follows:*

	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
Suku cadang	5.720.906	6.167.726	*Spare parts*
Alat berat	755.874	2.667.764	*Heavy equipment*
Pemeliharaan dan perbaikan	406.633	309.289	*Repairs and maintenance*
Lain-lain	398.506	203.412	*Others*
Total	**7.281.919**	**9.348.191**	***Total***

Rincian utang usaha berdasarkan mata uang asal adalah sebagai berikut: / *The details of trade payables based on original currencies are as follows:*

	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
Pihak berelasi			*Related parties*
Dolar Amerika Serikat	41.772.276	24.202.721	*United States Dollar*
Rupiah			*Rupiah*
(Rp860.045.930.631 pada tanggal 31 Maret 2026 dan Rp577.679.296.421 pada tanggal 31 Maret 2025)	50.613.703	34.823.108	*(Rp860,045,930,631 as of March 31, 2026 and Rp577,679,296,421 as of March 31, 2025)*
Yen Jepang			*Japanese Yen*
(¥JP744.286.522 pada tanggal 31 Maret 2026 dan ¥JP919.072.683 pada tanggal 31 Maret 2025)	4.658.199	6.111.833	*(JP¥744,286,522 as of March 31, 2026 and JP¥919,072,683 as of March 31, 2025)*
Subtotal	97.044.178	65.137.662	*Sub-total*
Pihak ketiga			*Third parties*
Rupiah			*Rupiah*
(Rp119.376.009.952 pada tanggal 31 Maret 2026 dan Rp143.762.617.232 pada tanggal 31 Maret 2025)	7.025.279	8.657.496	*(Rp119,376,009,952 as of March 31, 2026 and Rp143,762,617,232 as of March 31, 2025)*
Dolar Amerika Serikat	240.167	429.095	*United States Dollar*
Yen Jepang			*Japanese Yen*
(¥JP37.775.850 pada tanggal 31 Maret 2025)	-	251.209	*(JP¥37,775,850 as of March 31, 2025)*
Dolar Australia			*Australian Dollar*
($AU24.045 pada tanggal 31 Maret 2026 dan $AU16.445 pada tanggal 31 Maret 2025)	16.473	10.391	*($AU24,045 as of March 31, 2026 and AU$16,445 as of March 31, 2025)*
Subtotal	7.281.919	9.348.191	*Sub-total*
Total	**104.326.097**	**74.485.853**	***Total***

15. UTANG USAHA (lanjutan) / *15. TRADE PAYABLES (continued)*

Analisa umur utang usaha berdasarkan tanggal jatuh tempo adalah sebagai berikut:

The aging analysis of trade payables based on due dates are as follows:

	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
Lancar	18.109.181	8.709.404	*Current*
Telah jatuh tempo:			*Overdue:*
Kurang dari 3 bulan	67.972.618	62.131.886	*Less than 3 months*
3 - 6 bulan	14.391.968	2.188.635	*3 - 6 months*
Lebih dari 6 bulan - 1 tahun	3.852.330	1.455.928	*Over 6 months - 1 year*
Total	**104.326.097**	**74.485.853**	***Total***

Pada tanggal 31 Maret 2026 dan 2025, tidak ada jaminan yang diberikan Perusahaan atas utang usaha di atas.

As of March 31, 2026 and 2025, there are no collaterals provided by the Company for the above trade payables.

16. UANG MUKA PELANGGAN / *16. CUSTOMERS' DEPOSITS*

Pada tanggal 31 Maret 2026 dan 2025, uang muka pelanggan terutama merupakan uang muka yang diterima dari pelanggan atas pembelian alat berat, suku cadang dan kelebihan pembayaran masing-masing sebesar $AS8.111.969 dan $AS3.426.403.

As of March 31, 2026 and 2025, customers' deposits mainly represent advances received from customers for purchase of heavy equipment, spare parts and overpayments amounting to US$8,111,969 and US$3,426,403, respectively.

17. BEBAN AKRUAL DAN LIABILITAS IMBALAN KERJA JANGKA PENDEK / *17. ACCRUED EXPENSES AND SHORT-TERM EMPLOYEE BENEFITS LIABILITY*

Beban akrual terdiri dari akrual atas:

Accrued expenses consists of accruals for:

	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
Royalti (Catatan 33e)	4.927.889	5.827.000	*Royalty (Note 33e)*
Penjualan alat berat	2.520.059	2.226.209	*Sales of heavy equipment*
Penjualan suku cadang	1.387.617	1.504.763	*Sale of spare parts*
Jasa pemeliharaan dan perbaikan	715.591	1.541.189	*Repairs and maintenance services*
Lain-lain	172.518	293.491	*Others*
Total	**9.723.674**	**11.392.652**	***Total***

Beban akrual atas penjualan alat berat terutama merupakan akrual atas biaya pengiriman alat berat dan aksesoris untuk alat berat serta garansi tambahan sesuai dengan permintaan pelanggan.

Accruals for sales of heavy equipment mainly represent accruals for delivery cost of heavy equipment and accessories for heavy equipment and accrual for extended warranty as required by customers.

Beban akrual atas penjualan suku cadang terutama merupakan akrual atas biaya pengiriman suku cadang.

Accruals for sales of spare parts mainly represent accruals for delivery cost of spare parts.

Beban akrual atas jasa pemeliharaan dan perbaikan terutama merupakan biaya untuk mendukung proyek pemeliharaan menyeluruh yang berkaitan dengan jasa pemeliharaan dan perbaikan.

Accruals for repairs and maintenance services mainly represent accruals for costs incurred in establishing full maintenance site support in connection with repairs and maintenance services.

17. BEBAN AKRUAL DAN LIABILITAS IMBALAN KERJA JANGKA PENDEK (lanjutan)

Liabilitas Imbalan Kerja Jangka Pendek

Pada tanggal 31 Maret 2026 dan 2025, liabilitas imbalan kerja jangka pendek terdiri dari akrual beban gaji dan tunjangan karyawan masing-masing sebesar $AS2.666.317 dan $AS4.369.458.

17. ACCRUED EXPENSES AND SHORT-TERM EMPLOYEE BENEFITS LIABILITY (continued)

Short-term Employee Benefits Liability

As of March 31, 2026 and 2025, short-term employee benefits liability consists of accrual for employee salaries and benefits amounting to US$2,666,317 and US$4,369,458, respectively.

18. PAJAK DIBAYAR DI MUKA DAN UTANG PAJAK

a. Pajak dibayar di muka

Pada tanggal 31 Maret 2026, pajak dibayar di muka merupakan Pajak Pertambahan Nilai ("PPN") yang akan dikompensasikan pada periode berikutnya sebesar $AS996.102.

Pada tanggal 31 Maret 2025, pajak dibayar di muka merupakan sisa lebih bayar pajak penghasilan Pasal 21 yang akan dikompensasikan pada periode berikutnya sebesar $AS379.069.

18. PREPAID TAX AND TAXES PAYABLE

a. Prepaid tax

As of March 31, 2026, prepaid tax represents Value Added Tax ("VAT") which will be compensated in the next period amounted to US$996,102.

As of March 31, 2025, prepaid tax represents remaining overpayment of income tax under Article 21 that will be compensated to the next period amounting to US$379,069.

b. Utang pajak

Utang pajak terdiri dari:

b. Taxes payable

Taxes payable consist of:

	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
Pajak Penghasilan:			*Income Taxes:*
Pasal 4(2)	10.306	51.306	*Article 4(2)*
Pasal 21	465.063	-	*Article 21*
Pasal 23	28.183	55.706	*Article 23*
Pasal 26	1.279	13.659	*Article 26*
Pasal 29 (Catatan 31)	-	3.055.469	*Article 29 (Note 31)*
Pajak Pertambahan Nilai	-	1.819.738	*Value Added Tax*
Total	**504.831**	**4.995.878**	***Total***

19. LIABILITAS IMBALAN KERJA JANGKA PANJANG

Rincian liabilitas imbalan kerja jangka panjang adalah sebagai berikut:

19. LONG-TERM EMPLOYEE BENEFITS LIABILITY

The details of long-term employee benefits liability are as follows:

	31 Maret 2026/ *March 31, 2026*	31 Maret 2025/ *March 31, 2025*	
Imbalan pasca-kerja	12.855.103	11.419.961	*Post-employment benefits*
Imbalan kerja jangka panjang lainnya	7.472.614	6.211.871	*Other long-term employment benefits*
Total	**20.327.717**	**17.631.832**	***Total***

19. LIABILITAS IMBALAN KERJA JANGKA PANJANG (lanjutan)

Asumsi-asumsi utama dan metode yang digunakan dalam menentukan liabilitas imbalan kerja karyawan pada tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

19. LONG-TERM EMPLOYEE BENEFITS LIABILITY (continued)

The principal assumptions and method used in determining the liability for employee benefits as of March 31, 2026 and 2025 are as follows:

	31 Maret 2026/ *March 31, 2026*	**31 Maret 2025/ *March 31, 2025***	
Tingkat diskonto per tahun	5,88% - 6,98%	6,53% - 7,20%	*Annual discount rate*
Tingkat kenaikan gaji dan upah per tahun	7,00%	7,00%	*Annual wages and salary increase rate*
Usia pensiun	55 tahun/*years old*	55 tahun/*years old*	*Retirement age*
Tingkat kematian	Tabel Mortalita Indonesia IV 2019/ *Indonesian Mortality Table IV 2019*	Tabel Mortalita Indonesia IV 2019/ *Indonesian Mortality Table IV 2019*	*Mortality rate*
Metode	*Projected Unit Credit*	*Projected Unit Credit*	*Method*

Perusahaan menyediakan imbalan kerja karyawan berdasarkan Perjanjian Kerja Bersama, Peraturan Perusahaan, Undang-undang tentang Cipta Kerja No. 6/2023 dan Peraturan Pemerintah No. 35/2021. Imbalan kerja karyawan ini tidak didanai.

The Company provides benefits for its employees based on Collective Labor Agreement, Company's Policy, Government Regulation of Law No. 6/2023 and Government Regulation No. 35/2021. The benefits are unfunded.

Tabel berikut ini mengikhtisarkan komponen beban imbalan kerja karyawan yang dicatat di laporan laba rugi dan penghasilan komprehensif lain dan jumlah yang dicatat sebagai liabilitas imbalan kerja karyawan di laporan posisi keuangan berdasarkan perhitungan KKA Yusi & Rekan, aktuaris independen, dalam laporannya bertanggal 12 Juni 2026 dan 11 Juni 2025 masing-masing untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025.

The following tables summarize the components of employee benefits expense recognized in the statement of profit or loss and other comprehensive income and amounts recognized in the statement of financial position for the liability for employee benefits as determined by KKA Yusi & Rekan, an independent actuary, in its reports dated June 12, 2026 and June 11, 2025 for the years ended March 31, 2026 and 2025, respectively.

Imbalan Pasca-Kerja

a. Beban imbalan pasca-kerja untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

Post-employment Benefits

a. The post-employment benefits expense for the years ended March 31, 2026 and 2025 are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Biaya jasa kini	1.077.839	984.083	*Current service cost*
Biaya bunga	756.264	667.866	*Interest cost*
Total	**1.834.103**	**1.651.949**	***Total***

19. LIABILITAS IMBALAN KERJA JANGKA PANJANG (lanjutan) / *LONG-TERM EMPLOYEE BENEFITS LIABILITY (continued)*

Imbalan Pasca-Kerja (lanjutan) / *Post-employment Benefits (continued)*

b. Perubahan liabilitas imbalan kerja karyawan untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

b. The movements of liability for employee benefits for the years ended March 31, 2026 and 2025 are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Saldo awal tahun	11.419.961	11.059.596	*Balance at beginning of year*
Beban imbalan kerja yang diakui dalam laba rugi	1.834.103	1.651.949	*Employee benefits expense recognized in profit or loss*
Rugi (laba) aktuarial yang diakui dalam penghasilan komprehensif lainnya	318.464	(173.179)	*Actuarial loss (gain) recognized in other comprehensive income*
Pembayaran selama tahun berjalan	(445.249)	(628.364)	*Payments during the year*
Laba selisih kurs	(272.176)	(490.041)	*Gain on foreign exchange*
Saldo akhir tahun	**12.855.103**	**11.419.961**	***Balance at end of year***

c. Mutasi nilai kini kewajiban imbalan pasti adalah sebagai berikut:

c. The movements of the present value of defined benefit obligation are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Saldo awal tahun	11.419.961	11.059.596	*Balance at beginning of year*
Biaya jasa kini	1.077.839	984.083	*Current service cost*
Biaya bunga	756.264	667.866	*Interest cost*
Rugi (laba) aktuaria:			*Actuarial loss (gain):*
Dampak perubahan asumsi keuangan	203.123	(312.762)	*Changes in financial assumption*
Penyesuaian pengalaman	115.341	139.583	*Experience adjustments*
Pembayaran selama tahun berjalan	(445.249)	(628.364)	*Payments during the year*
Laba selisih kurs	(272.176)	(490.041)	*Gain on foreign exchange*
Saldo akhir tahun	**12.855.103**	**11.419.961**	***Balance at end of year***

Perubahan satu poin persentase dalam tingkat diskonto yang diasumsikan akan memiliki dampak sebagai berikut:

A one percentage point change in the assumed discount rate would have the following effects:

	31 Maret 2026/ *March 31, 2026*		31 Maret 2025/ *March 31, 2025*		
	Kenaikan/ *Increase*	**Penurunan/ *Decrease***	**Kenaikan/ *Increase***	**Penurunan/ *Decrease***	
Dampak pada nilai kini kewajiban imbalan pasti	(880.296)	994.639	(791.959)	894.201	*Effect on the present value of defined benefit obligation*

19. LIABILITAS IMBALAN KERJA JANGKA PANJANG (lanjutan)

Imbalan Pasca-Kerja (lanjutan)

Perubahan satu poin persentase dalam tingkat kenaikan gaji yang diasumsikan akan memiliki dampak sebagai berikut:

19. LONG-TERM EMPLOYEE BENEFITS LIABILITY (continued)

Post-employment Benefits (continued)

A one percentage point change in the assumed salary increase rate would have the following effects:

	31 Maret 2026/ *March 31, 2026*		**31 Maret 2025/ *March 31, 2025***		
	Kenaikan/ *Increase*	**Penurunan/ *Decrease***	**Kenaikan/ *Increase***	**Penurunan/ *Decrease***	
Dampak pada nilai kini kewajiban imbalan pasti	983.354	(885.370)	885.707	(797.418)	*Effect on the present value of defined benefit obligation*

Jatuh tempo kewajiban imbalan pasti pada tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

The maturity profile of defined benefit obligation as of March 31, 2026 and 2025 are as follows:

	31 Maret 2026/ *March 31, 2026*	**31 Maret 2025/ *March 31, 2025***	
Dalam jangka waktu 12 bulan	1.797.852	1.409.778	*Within the next 12 months*
Antara 1 tahun dan 2 tahun	1.089.524	919.803	*Between 1 year and 2 years*
Antara 2 tahun dan 5 tahun	3.628.378	3.304.013	*Between 2 years and 5 years*
Lebih dari 5 tahun	81.739.063	79.108.387	*More than 5 years*
Total	**88.254.817**	**84.741.981**	***Total***

Imbalan Kerja Jangka Panjang Lainnya

a. Rincian beban imbalan kerja jangka panjang lainnya pada laporan laba rugi dan penghasilan komprehensif lain adalah sebagai berikut:

Other Long-term Employment Benefits

a. The details of other long-term employment benefits expense recognized in the statements of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Biaya jasa kini	803.571	321.723	*Current service cost*
Biaya bunga	419.694	166.704	*Interest cost*
Rugi aktuarial yang diakui selama tahun berjalan	425.880	3.482.116	*Recognition of actuarial loss during the year*
Total	**1.649.145**	**3.970.543**	***Total***

19. LIABILITAS IMBALAN KERJA JANGKA PANJANG (lanjutan)

19. LONG-TERM EMPLOYEE BENEFITS LIABILITY (continued)

Imbalan Kerja Jangka Panjang Lainnya (lanjutan)

Other Long-term Employment Benefits (continued)

b. Mutasi liabilitas imbalan kerja jangka panjang lainnya adalah sebagai berikut:

b. The movements of other long-term employment benefits liabilities are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Saldo awal tahun	6.211.871	2.674.442	*Balance at beginning of year*
Beban imbalan kerja	1.649.145	3.970.543	*Employee benefits expense*
Pembayaran selama tahun berjalan	(240.353)	(314.612)	*Payments during the year*
Laba selisih kurs	(148.049)	(118.502)	*Gain on foreign exchange*
Saldo akhir tahun	**7.472.614**	**6.211.871**	***Balance at end of year***

c. Mutasi nilai kini kewajiban imbalan pasti adalah sebagai berikut:

c. The movements of the present value of defined benefit obligation are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Saldo awal tahun	6.211.871	2.674.442	*Balance at beginning of year*
Biaya jasa kini	803.571	321.723	*Current service cost*
Biaya bunga	419.694	166.704	*Interest cost*
Rugi aktuarial atas kewajiban	425.880	3.482.116	*Actuarial loss on obligation*
Pembayaran selama tahun berjalan	(240.353)	(314.612)	*Payments during the year*
Laba selisih kurs	(148.049)	(118.502)	*Gain on foreign exchange*
Saldo akhir tahun	**7.472.614**	**6.211.871**	***Balance at end of year***

Perubahan satu poin persentase dalam tingkat diskonto yang diasumsikan akan memiliki dampak sebagai berikut:

A one percentage point change in the assumed discount rate would have the following effects:

	31 Maret 2026/ *March 31, 2026*		31 Maret 2025/ *March 31, 2025*		
	Kenaikan/ *Increase*	**Penurunan/ *Decrease***	**Kenaikan/ *Increase***	**Penurunan/ *Decrease***	
Dampak pada nilai kini kewajiban manfaat pasti	(601.017)	693.577	(539.933)	626.185	*Effect on the present value of defined benefit obligation*

Perubahan satu poin persentase dalam tingkat kenaikan gaji yang diasumsikan akan memiliki dampak sebagai berikut:

A one percentage point change in the assumed salary increase rate would have the following effects:

	31 Maret 2026/ *March 31, 2026*		31 Maret 2025/ *March 31, 2025*		
	Kenaikan/ *Increase*	**Penurunan/ *Decrease***	**Kenaikan/ *Increase***	**Penurunan/ *Decrease***	
Dampak pada nilai kini kewajiban imbalan pasti	161.648	(151.255)	141.116	(130.302)	*Effect on the present value of defined benefit obligation*

19. LIABILITAS IMBALAN KERJA JANGKA PANJANG (lanjutan)

Imbalan Kerja Jangka Panjang Lainnya (lanjutan)

Jatuh tempo kewajiban imbalan pasti pada tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

19. LONG-TERM EMPLOYEE BENEFITS LIABILITY (continued)

Other Long-term Employment Benefits (continued)

The maturity profile of defined benefit obligation as of March 31, 2026 and 2025 are as follows:

	31 Maret 2026/ *March 31, 2026*	**31 Maret 2025/ *March 31, 2025***	
Dalam jangka waktu 12 bulan	633.889	271.678	*Within the next 12 months*
Antara 1 tahun dan 2 tahun	732.909	561.189	*Between 1 year and 2 years*
Antara 2 tahun dan 5 tahun	1.786.978	1.916.337	*Between 2 years and 5 years*
Lebih dari 5 tahun	41.905.050	46.643.291	*More than 5 years*
Total	**45.058.826**	**49.392.495**	***Total***

Durasi rata-rata liabilitas imbalan kerja jangka panjang pada tanggal 31 Maret 2026 dan 2025 masing-masing adalah 13,92 tahun dan 14,36 tahun.

The average duration of long-term employee benefits liability as of March 31, 2026 and 2025 are 13.92 years and 14.36 years, respectively.

20. MODAL SAHAM

Kepemilikan saham Perusahaan pada tanggal 31 Maret 2026 dan 2025 berdasarkan laporan PT Raya Saham Registra, Biro Administrasi Efek, adalah sebagai berikut:

20. SHARE CAPITAL

The Company's share ownership as of March 31, 2026 and 2025 based on the report from PT Raya Saham Registra, the Shares Administrator Bureau, are as follows:

Pemegang Saham	**Jumlah Saham Ditempatkan dan Disetor Penuh/ *Number of Shares Issued and Fully Paid***	**Jumlah (Berdasarkan Nilai Nominal)/ *Amount (Based on Par Value)***	**Persentase Pemilikan/ *Percentage of Ownership***	***Shareholders***
Hitachi Construction Machinery Co. Ltd., Jepang	408.180.000	Rp 40.818.000.000	48,59%	*Hitachi Construction Machinery Co.Ltd., Japan*
ITOCHU Corporation, Jepang	210.400.000	Rp 21.040.000.000	25,05%	*ITOCHU Corporation, Japan*
Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapura	42.620.000	Rp 4.262.000.000	5,07%	*Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapore*
Masyarakat (masing-masing kepemilikan di bawah 5%)	178.800.000	Rp 17.880.000.000	21,29%	*Public (below 5% ownership each)*
Total	**840.000.000**	**Rp 84.000.000.000**	**100,00%**	***Total***
		US$ 23.232.926		

21. TAMBAHAN MODAL DISETOR - NETO

Akun ini terdiri dari:

21. ADDITIONAL PAID-IN CAPITAL - NET

This account consists of:

	31 Maret 2026/ *March 31, 2026*	**31 Maret 2025/ *March 31, 2025***	
Agio saham	8.115.419	8.115.419	*Additional paid-in capital*
Biaya emisi saham	(116.583)	(116.583)	*Stock issuance costs*
Neto	**7.998.836**	**7.998.836**	***Net***

21. TAMBAHAN MODAL DISETOR - NETO (lanjutan)

Agio saham merupakan selisih antara harga penawaran saham perdana dengan nilai nominal pada saat penawaran umum saham perdana Perusahaan kepada masyarakat yang dilakukan pada tahun 1995.

21. ADDITIONAL PAID-IN CAPITAL - NET (continued)

Additional paid-in capital is the difference between the offering price with the par value of the Company's initial public offering in 1995.

22. DIVIDEN KAS

Berdasarkan berita acara Rapat Umum Pemegang Saham Tahunan Perusahaan yang diadakan pada tanggal 16 September 2025, sebagaimana dinyatakan dalam Akta Notaris Gatot Widodo, S.E., S.H., M.Kn., No. 3 pada tanggal yang sama, para pemegang saham setuju untuk membagikan dividen kas sebesar $AS21.743.400 yang berasal dari laba bersih tahun buku yang berakhir pada tanggal 31 Maret 2025 atau sebesar $AS0,025885 per saham. Pembayaran dividen kas kepada para pemegang saham dilakukan pada bulan Oktober 2025.

Berdasarkan berita acara Rapat Umum Pemegang Saham Tahunan Perusahaan yang diadakan pada tanggal 24 September 2024, sebagaimana dinyatakan dalam Akta Notaris Christina Dwi Utami, S.H., M.Hum., M.Kn., No. 150 pada tanggal yang sama, para pemegang saham setuju untuk membagikan dividen kas sebesar $AS38.998.315 yang berasal dari laba bersih tahun buku yang berakhir pada tanggal 31 Maret 2024 atau sebesar $AS0,046427 per saham. Pembayaran dividen kas kepada para pemegang saham dilakukan pada bulan Oktober 2024.

22. CASH DIVIDENDS

In accordance with the minutes of the Annual Shareholders' Meeting of the Company held on September 16, 2025, which were notarized by Deed No. 3 on the same date of Gatot Widodo, S.E., S.H., M.Kn., the shareholders resolved to declare cash dividends totalling to US$21,743,400 from the net profit for the year ended March 31, 2025 amounting to US$0.025885 per share. The cash dividends were fully paid to the shareholders in October 2025.

In accordance with the minutes of the Annual Shareholders' Meeting of the Company held on September 24, 2024, which were notarized by Deed No. 150 on the same date of Christina Dwi Utami, S.H., M.Hum., M.Kn., the shareholders resolved to declare cash dividends totalling to US$38,998,315 from the net profit for the year ended March 31, 2024 amounting to US$0.046427 per share. The cash dividends were fully paid to the shareholders in October 2024.

23. PENGHASILAN NETO

Rincian penghasilan neto adalah sebagai berikut:

23. NET REVENUES

The details of net revenues are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Penjualan alat berat			*Sales of heavy equipment*
Pihak berelasi (Catatan 6e)	2.202.200	173.250	*Related parties (Note 6e)*
Pihak ketiga	337.016.727	317.520.262	*Third parties*
Penjualan suku cadang			*Sales of spare parts*
Pihak berelasi (Catatan 6e)	2.631.821	198.834	*Related parties (Note 6e)*
Pihak ketiga	80.875.600	107.731.995	*Third parties*
Jasa pemeliharaan dan perbaikan			*Repair and maintenance services*
Pihak berelasi (Catatan 6e)	39.375.821	21.078.091	*Related parties (Note 6e)*
Pihak ketiga	43.624.633	61.339.409	*Third parties*
Jasa penyewaan alat berat			*Rental of heavy equipment*
Pihak berelasi (Catatan 6e)	4.594	70.160	*Related parties (Note 6e)*
Pihak ketiga	9.691.821	14.602.837	*Third parties*
Total	**515.423.217**	**522.714.838**	***Total***

24. BEBAN POKOK PENGHASILAN / *24. COST OF REVENUES*

Rincian beban pokok penghasilan adalah sebagai berikut:

The details of cost of revenues are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Penjualan alat berat	313.015.197	290.753.433	*Sales of heavy equipment*
Penjualan suku cadang	55.981.592	68.545.493	*Sales of spare parts*
Jasa pemeliharaan dan perbaikan	51.164.827	45.391.301	*Repairs and maintenance services*
Jasa penyewaan alat berat	5.078.347	7.723.976	*Rental of heavy equipment*
Total	**425.239.963**	**412.414.203**	***Total***

Pembelian alat berat dan suku cadang dari pemasok yang melebihi 10% dari jumlah penghasilan selama tahun tersebut dilakukan dengan: (Catatan 6e)

The purchases of heavy equipment and spare parts from suppliers with amount of more than 10% of total revenues during the years were made with: (Note 6e)

	Tahun yang berakhir pada tanggal 31 Maret/*Year ended March 31*				
	Jumlah/*Amount*		Persentase Terhadap Penghasilan Neto/ *Percentage to Net Revenues*		
	2026	**2025**	**2026**	**2025**	
PT Hitachi Construction Machinery Indonesia	184.791.887	203.200.397	35,85%	38,87%	*PT Hitachi Construction Machinery Indonesia*
Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapura	62.694.266	113.652.330	12,16%	21,74%	*Hitachi Construction Machinery Asia and Pacific Pte. Ltd., Singapore*
Total	**247.486.153**	**316.852.727**	**48,02%**	**60,61%**	***Total***

25. BEBAN PENJUALAN / *25. SELLING EXPENSES*

Rincian beban penjualan adalah sebagai berikut:

The details of selling expenses are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Gaji, upah dan imbalan kerja karyawan	10.283.131	10.699.285	*Salaries, wages and employee benefits*
Royalti (Catatan 33e)	10.204.890	10.408.167	*Royalty (Note 33e)*
Inspeksi pra-penyerahan	2.530.212	1.798.896	*Pre-delivery inspection*
Servis berkala	1.889.000	1.529.167	*Periodical service*
Lain-lain	4.020.121	3.678.236	*Others*
Total	**28.927.354**	**28.113.751**	***Total***

26. BEBAN UMUM DAN ADMINISTRASI / *26. GENERAL AND ADMINISTRATIVE EXPENSES*

Rincian beban umum dan administrasi adalah sebagai berikut: / *The details of general and administrative expenses are as follows:*

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Gaji, upah dan imbalan kerja karyawan	13.089.443	14.210.751	*Salaries, wages and employee benefits*
Keperluan kantor	4.316.585	3.592.750	*Office supplies*
Penyusutan aset tetap (Catatan 10)	3.434.563	4.029.546	*Depreciation of fixed assets (Note 10)*
Tenaga kerja honorer	2.697.953	2.597.005	*Honorary*
Penyusutan aset hak-guna (Catatan 11)	2.569.767	2.659.110	*Depreciation of right-of-use assets (Note 11)*
Perjalanan dinas	1.558.088	1.344.655	*Travelling*
Asuransi	1.415.304	1.465.645	*Insurance*
Komunikasi	1.312.289	1.345.296	*Communication*
Perbaikan dan pemeliharaan	1.058.530	1.182.940	*Repairs and maintenance*
Lain-lain	3.090.180	2.018.929	*Others*
Total	**34.542.702**	**34.446.627**	***Total***

27. PENDAPATAN LAINNYA / *27. OTHER INCOME*

Rincian pendapatan lainnya adalah sebagai berikut: / *The details of other income are as follows:*

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Laba neto selisih kurs atas aktivitas operasi	1.307.892	-	*Gain on foreign exchange of operating activities*
Pendapatan dividen kas (Catatan 9)	527.325	363.353	*Cash dividends (Note 9)*
Laba atas pelepasan aset tetap - neto (Catatan 10)	220.378	609.994	*Gain on disposal of fixed assets - net (Note 10)*
Pendapatan klaim garansi - neto	56.926	741.740	*Warranty claim income - net*
Pendapatan komisi	-	158.124	*Commission income*
Pemulihan kerugian penurunan nilai piutang non-usaha	-	121	*Recovery of impairment losses on non-trade receivables*
Lain-lain	425.640	401.109	*Others*
Total	**2.538.161**	**2.274.441**	***Total***

28. BEBAN LAINNYA / *28. OTHER EXPENSES*

Rincian beban lainnya adalah sebagai berikut: / *The details of other expenses are as follows:*

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Rugi atas perubahan nilai wajar derivatif, setelah dikurangi dengan realisasi transaksi derivatif	788.663	722.289	*Loss on changes in fair value of derivative, net with realization of derivative transactions*
Penyisihan kerugian kredit ekspektasian piutang usaha (Catatan 5)	699.165	128.156	*Provision for expected credit loss on trade receivables (Note 5)*
Rugi atas penghapusan aset hak-guna (Catatan 11)	114.539	27.134	*Loss on disposal of right-of-use assets (Note 11)*
Beban pajak	-	23.411	*Tax expense*
Rugi neto selisih kurs atas aktivitas operasi	-	1.975.565	*Loss on foreign exchange of operating activities*
Total	**1.602.367**	**2.876.555**	***Total***

29. PENGHASILAN BUNGA / *29. INTEREST INCOME*

Untuk tahun yang berakhir pada tanggal 31 Maret 2026 dan 2025, akun ini merupakan penghasilan bunga dari jasa giro masing-masing sebesar $AS242.661 dan $AS200.956.

For the year ended of March 31, 2026 and 2025, this account represents interest income from current accounts amounting to US$242,661 and US$200,956, respectively.

30. BEBAN BUNGA / *30. INTEREST EXPENSES*

Rincian beban bunga adalah sebagai berikut: / *The details of interest expenses are as follows:*

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Utang bank (Catatan 14)	7.249.039	7.072.169	*Bank loans (Note 14)*
Liabilitas sewa (Catatan 11)	90.508	240.994	*Lease liabilities (Note 11)*
Total	**7.339.547**	**7.313.163**	***Total***

31. BEBAN PAJAK PENGHASILAN DAN ASET PAJAK TANGGUHAN / *31. INCOME TAX EXPENSE AND DEFERRED TAX ASSETS*

Beban Pajak Penghasilan / *Income Tax Expense*

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Pajak kini:			*Current tax:*
Tahun berjalan	(4.973.579)	(9.752.006)	*Current year*
Pemeriksaan pajak tahun sebelumnya	-	(90.612)	*Prior year tax audit*
Manfaat pajak tangguhan	404.592	878.417	*Deferred tax benefit*
Beban pajak penghasilan - neto	**(4.568.987)**	**(8.964.201)**	***Income tax expense - net***

Beban Pajak Penghasilan - Pajak Kini / *Income Tax Expense - Current*

Rekonsiliasi antara laba sebelum pajak penghasilan seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain dengan penghasilan kena pajak untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

The reconciliation between profit before income tax as shown in the statement of profit or loss and other comprehensive income and the taxable income for the years ended March 31, 2026 and 2025 are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Laba sebelum pajak penghasilan seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain	20.552.106	40.025.936	*Profit before income tax as shown in the statements of profit or loss and other comprehensive income*
Ditambah (dikurangi) beda temporer:			*Add (deduct) temporary differences:*
Penyisihan imbalan kerja karyawan - neto	2.377.421	4.070.973	*Provision for employee benefits - net*
Penyisihan kerugian kredit ekspektasian atas nilai piutang usaha - neto	619.650	107.446	*Provision for expected credit loss on trade receivables - net*
Sewa	(835.553)	180.214	*Lease*
Penyisihan penurunan nilai pasar persediaan - neto	(235.354)	599.238	*Provision for decline in market value of inventories - net*
Aset tetap	(56.244)	(960.098)	*Fixed assets*
Penyisihan (pemulihan) kerugian penurunan nilai piutang non-usaha	(30.868)	(4.970)	*Provision (recovery) for impairment losses on non-trade receivables*
Beda temporer neto	1.839.052	3.992.803	*Net temporary differences*
Ditambah (dikurangi) beda permanen:			*Add (deduct) permanent differences:*
Promosi	351.342	535.363	*Promotion*
Beban kantor	222.562	165.884	*Office expense*
Pajak dan perizinan	95.866	1.078	*Taxes and licenses*
Sumbangan	26.708	15.873	*Donation*
Jamuan	19.369	23.262	*Entertainment*
Pendapatan dividen kas	(527.325)	(363.353)	*Cash dividend income*
Penghasilan bunga yang telah dikenakan pajak final	(245.007)	(147.142)	*Interest income already subjected to final tax*
Lain-lain	272.503	77.595	*Others*
Beda permanen neto	216.018	308.560	*Net permanent differences*
Penghasilan kena pajak	**22.607.176**	**44.327.299**	***Taxable income***

31. BEBAN PAJAK PENGHASILAN DAN ASET PAJAK TANGGUHAN (lanjutan)

31. INCOME TAX EXPENSE AND DEFERRED TAX ASSETS (continued)

Perhitungan taksiran tagihan pajak (utang pajak penghasilan Pasal 29) adalah sebagai berikut:

The computation of estimated claim for tax refund (income tax payable under Article 29) is as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Penghasilan kena pajak	22.607.176	44.327.299	*Taxable income*
Beban pajak penghasilan - pajak kini	(4.973.579)	(9.752.006)	*Income tax expense - current*
Dikurangi pajak penghasilan dibayar di muka:			*Less prepayment of income taxes:*
Pasal 22	3.589.904	3.335.848	*Article 22*
Pasal 23	576.625	962.117	*Article 23*
Pasal 25	1.895.724	2.398.572	*Article 25*
Total pajak penghasilan dibayar di muka	6.062.253	6.696.537	*Total prepayment of income taxes*
Taksiran tagihan pajak (Utang pajak penghasilan Pasal 29) (Catatan 13 dan 18b)	**1.088.674**	**(3.055.469)**	***Estimated claim for tax refund (Income tax payable under Article 29) (Note 13 and 18b)***

Penghasilan kena pajak Perusahaan untuk tahun yang berakhir pada tanggal 31 Maret 2026 tersebut di atas akan dilaporkan di Surat Pemberitahuan ("SPT") tahun 2025.

The Company's taxable income for the year ended March 31, 2026 as computed above will be reported in 2025 Annual Tax Return.

Penghasilan kena pajak Perusahaan untuk tahun yang berakhir pada tanggal 31 Maret 2025 tersebut di atas telah dilaporkan di SPT tahun 2024.

The Company's taxable income for the year ended March 31, 2025 as computed above has been reported in 2024 Annual Tax Return.

Pajak Penghasilan Tangguhan

Deferred Income Tax

Perhitungan manfaat pajak penghasilan tangguhan atas beda temporer antara pelaporan komersial dan pajak dengan menggunakan tarif pajak yang berlaku adalah sebagai berikut:

The computation of deferred income tax benefit on temporary differences between commercial and tax reporting purposes using the applicable tax rate is as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Penyisihan imbalan kerja karyawan - neto	523.033	895.614	*Provision for employee benefits - net*
Penyisihan kerugian kredit ekspektasian atas nilai piutang usaha - neto	136.323	23.638	*Provision for expected credit loss on trade receivables - net*
Sewa	(183.821)	39.647	*Lease*
Penyisihan penurunan nilai pasar persediaan - neto	(51.778)	131.832	*Provision for decline in market value of inventories - net*
Aset tetap	(12.374)	(211.221)	*Fixed assets*
Penyisihan (pemulihan) kerugian penurunan nilai piutang non-usaha	(6.791)	(1.093)	*Provision (recovery) for impairment losses on non-trade receivables*
Manfaat pajak penghasilan tangguhan - neto	**404.592**	**878.417**	***Deferred income tax benefit - net***

31. BEBAN PAJAK PENGHASILAN DAN ASET PAJAK TANGGUHAN (lanjutan)

Rekonsiliasi antara beban pajak penghasilan yang dihitung dengan menggunakan tarif pajak yang berlaku dari laba sebelum pajak penghasilan dan beban pajak penghasilan - neto seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

31. INCOME TAX EXPENSE AND DEFERRED TAX ASSETS (continued)

The reconciliation between income tax expense which is computed using the applicable tax rate from profit before income tax with the income tax expense - net as shown in the statements of profit or loss and other comprehensive income for the years ended March 31, 2026 and 2025 are as follows:

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Laba sebelum pajak penghasilan	20.552.106	40.025.936	*Profit before income tax*
Beban pajak penghasilan dengan tarif pajak yang berlaku	(4.521.463)	(8.805.706)	*Income tax expense at applicable tax rate*
Pengaruh pajak atas beda permanen	(47.524)	(67.883)	*Tax effect on permanent differences*
Pemeriksaan pajak tahun sebelumnya	-	(90.612)	*Prior year tax audit*
Beban pajak penghasilan - neto	**(4.568.987)**	**(8.964.201)**	***Income tax expense - net***

Aset dan liabilitas pajak tangguhan pada tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

The deferred tax assets and liabilities as of March 31, 2026 and 2025 are as follows:

	Tahun yang berakhir pada tanggal 31 Maret 2026/ *Year ended March 31, 2026*				
		Dibebankan pada/*Charged to*			
	Saldo Awal/ *Beginning Balance*	**Laba Rugi/ *Profit or Loss***	**Penghasilan (Rugi) Komprehensif Lain/ *Other Comprehensive Income (Loss)***	**Saldo Akhir/ *Ending Balance***	
Piutang usaha	133.174	136.323	-	269.497	*Trade receivables*
Piutang non-usaha	23.121	(6.791)	-	16.330	*Non-trade receivables*
Persediaan	892.746	(51.778)	-	840.968	*Inventories*
Aset keuangan tidak lancar	(53.630)	-	14.724	(38.906)	*Non-current financial assets*
Aset tetap	(388.844)	(12.374)	-	(401.218)	*Fixed assets*
Aset hak-guna	(34.312)	(183.821)	-	(218.133)	*Right-of-use assets*
Liabilitas imbalan kerja jangka panjang	3.879.003	523.033	70.062	4.472.098	*Long-term employee benefits liability*
Aset pajak tangguhan - neto	**4.451.258**	**404.592**	**84.786**	**4.940.636**	***Deferred tax assets - net***

31. BEBAN PAJAK PENGHASILAN DAN ASET PAJAK TANGGUHAN (lanjutan)

Aset dan liabilitas pajak tangguhan pada tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut: (lanjutan)

31. INCOME TAX EXPENSE AND DEFERRED TAX ASSETS (continued)

The deferred tax assets and liabilities as of March 31, 2026 and 2025 are as follows: (continued)

	Tahun yang berakhir pada tanggal 31 Maret 2025/ *Year ended March 31, 2025*				
		Dibebankan pada/*Charged to*			
	Saldo Awal/ *Beginning Balance*	Laba Rugi/ *Profit or Loss*	Penghasilan (Rugi) Komprehensif Lain/ *Other Comprehensive Income (Loss)*	Saldo Akhir/ *Ending Balance*	
Piutang usaha	109.536	23.638	-	133.174	*Trade receivables*
Piutang non-usaha	24.214	(1.093)	-	23.121	*Non-trade receivables*
Persediaan	760.914	131.832	-	892.746	*Inventories*
Aset keuangan tidak lancar	(144.460)	-	90.830	(53.630)	*Non-current financial assets*
Aset tetap	(177.623)	(211.221)	-	(388.844)	*Fixed assets*
Aset hak-guna	(73.959)	39.647	-	(34.312)	*Right-of-use assets*
Liabilitas imbalan kerja jangka panjang	3.021.488	895.614	(38.099)	3.879.003	*Long-term employee benefits liability*
Aset pajak tangguhan - neto	**3.520.110**	**878.417**	**52.731**	**4.451.258**	***Deferred tax assets - net***

Pajak penghasilan Pilar 2

Aturan Pajak Minimum Global (*Global Anti-base Erosion Rule* atau model "Pilar 2") telah diadopsi di Indonesia pada akhir tahun 2024 dan berlaku mulai 1 Januari 2025. Berdasarkan aturan tersebut, Hitachi Construction Machinery Co. Ltd., entitas induk utama ("UPE") yang berdomisili di Jepang, masuk dalam lingkup dan wajib menerapkan ketentuan Pilar 2. PMK (Peraturan Menteri Keuangan) No. 136/2024 mengenai Pilar 2 telah disahkan dan secara substantif berlaku di Indonesia dan peraturan serupa juga sudah diberlakukan di beberapa yurisdiksi lain tempat Perusahaan beroperasi, dan telah berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2025.

UPE telah melakukan evaluasi atas potensi eksposur terhadap pajak penghasilan Pilar 2 sesuai Laporan per negara (*Country by Country Report* or "CbCR") dan informasi keuangan tahun 2025 untuk entitas-entitas konstituen dalam Perusahaan dan menetapkan bahwa tarif pajak efektif yang disederhanakan Perusahaan adalah di atas 16% sehingga dapat menerapkan ketentuan *Safe Harbour* dan tidak perlu membayar pajak tambahan Pilar 2.

Pillar 2 income taxes

*The Global Anti-base Erosion Rule ("Pillar 2" model) were adopted in Indonesia at the end of 2024 and are applicable starting from January 1, 2025. According to these rules, Hitachi Construction Machinery Co. Ltd., the ultimate parent entity ("UPE") incorporated in Japan, is within the scope and shall apply Pillar 2 rules. PMK (*Peraturan Menteri Keuangan *or the Ministry of Finance Rule) No. 136/2024 related to Pillar 2 legislation has been enacted in Indonesia and similar laws also have been enacted in several other jurisdictions in which the Group operates effective for the financial year beginning January 1, 2025.*

The UPE has assessed of its potential exposure to Pillar Two income taxes based on the 2025 (Country by Country Report or "CbCR") and financial information for the constituent entities within the Company and determined the Company's simplified effective tax rates is above 16% and therefore can apply Safe Harbour does not have to pay top up Pillar 2 income tax.

32. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING

Pada tanggal 31 Maret 2026 dan 2025, Perusahaan memiliki aset dan liabilitas moneter dalam mata uang asing sebagai berikut:

32. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES

As of March 31, 2026 and 2025, the Company has monetary assets and liabilities denominated in foreign currencies as follows:

	31 Maret 2026/*March 31, 2026*		
	Mata Uang Asing/ *Foreign Currencies*	**Setara Dolar Amerika Serikat/ *Equivalent in United States Dollar***	
Aset			***Assets***
Kas dan bank	Rp/*Rp*217.266.447.504	12.786.090	*Cash on hand and in banks*
	¥JP/*JP*¥10.694.318	66.946	
Piutang usaha			*Trade receivables*
Pihak berelasi	Rp/*Rp*103.580.418.939	6.095.708	*Related parties*
Pihak ketiga	Rp/*Rp*1.820.790.800.780	107.153.453	*Third parties*
Piutang non-usaha			*Non-trade receivables*
Pihak berelasi	Rp/*Rp*81.222.253	4.780	*Related parties*
Pihak ketiga	Rp/*Rp*1.761.118.152	101.490	*Third parties*
Total Aset		**126.208.467**	***Total Assets***
Liabilitas			***Liabilities***
Utang bank jangka pendek	Rp/*Rp*1.585.588.800.000	93.308.350	*Short-term bank loans*
Utang usaha			*Trade payables*
Pihak berelasi	Rp/*Rp*860.045.930.631	50.613.703	*Related parties*
	¥JP/*JP*¥744.286.522	4.658.199	
Pihak ketiga	Rp/*Rp*119.376.009.952	7.025.279	*Third parties*
	$AU/*AU$*24.045	16.473	
Utang non-usaha			*Non-trade payables*
Pihak berelasi	¥JP/*JP*¥36.726.235	229.906	*Related parties*
Pihak ketiga	Rp/*Rp*21.416.974.676	1.260.389	*Third parties*
Liabilitas imbalan kerja jangka pendek	Rp/*Rp*45.308.732.428	2.666.317	*Short-term employee benefits liability*
Utang pajak	Rp/*Rp*8.578.421.660	504.831	*Taxes payable*
Liabilitas sewa	Rp/*Rp*6.411.371.559	377.309	*Lease liabilities*
Total Liabilitas		**160.660.756**	***Total Liabilities***
Liabilitas Moneter Neto		**(34.452.289)**	***Net Monetary Liabilities***

32. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING (lanjutan)

Pada tanggal 31 Maret 2026 dan 2025, Perusahaan memiliki aset dan liabilitas moneter dalam mata uang asing sebagai berikut: (lanjutan)

32. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES (continued)

As of March 31, 2026 and 2025, the Company has monetary assets and liabilities denominated in foreign currencies as follows: (continued)

	31 Maret 2025/*March 31, 2025*		
	Mata Uang Asing/ *Foreign Currencies*	**Setara Dolar Amerika Serikat/ *Equivalent in United States Dollar***	
Aset			***Assets***
Kas dan bank	Rp/*Rp*194.878.694.482	11.747.265	*Cash on hand and in banks*
	¥JP/*JP*¥2.301.685	15.306	
Piutang usaha			*Trade receivables*
Pihak berelasi	Rp/*Rp*87.439.901.248	5.272.626	*Related parties*
Pihak ketiga	Rp/*Rp*2.479.415.528.487	149.513.909	*Third parties*
Piutang non-usaha			*Non-trade receivables*
Pihak berelasi	Rp/*Rp*1.421.977.234	85.745	*Related parties*
Pihak ketiga	Rp/*Rp*4.520.762.583	272.602	*Third parties*
Total Aset		**166.907.453**	***Total Assets***
Liabilitas			***Liabilities***
Utang bank jangka pendek	Rp/*Rp*2.057.648.380.800	124.042.897	*Short-term bank loans*
Utang usaha			*Trade payables*
Pihak berelasi	Rp/*Rp*577.679.296.421	34.823.108	*Related parties*
	¥JP/*JP*¥919.072.683	6.111.833	
Pihak ketiga	Rp/*Rp*143.762.617.232	8.657.496	*Third parties*
	¥JP/*JP*¥37.775.850	251.209	
	$AU/*AU$*16.445	10.391	
Utang non-usaha			*Non-trade payables*
Pihak berelasi	¥JP/*JP*¥45.472.086	302.389	*Related parties*
	$SG/*SG$*92.239	68.987	
Pihak ketiga	Rp/*Rp*22.230.453.290	1.340.052	*Third parties*
Liabilitas imbalan kerja jangka pendek	Rp/*Rp*71.827.793.151	4.369.458	*Short-term employee benefits liability*
Utang pajak	Rp/*Rp*31.948.832.636	1.940.409	*Taxes payable*
Liabilitas sewa	Rp/*Rp*22.573.438.599	1.360.727	*Lease liabilities*
Total Liabilitas		**183.278.956**	***Total Liabilities***
Liabilitas Moneter Neto		**(16.371.503)**	***Net Monetary Liabilities***

32. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING (lanjutan)

Pada tanggal 30 Juni 2026, kurs rata-rata jual dan beli uang kertas asing dan/atau nilai tukar transaksi yang dipublikasikan Bank Indonesia adalah sebesar $AS0,56 untuk Rp10.000, $AS0,69 untuk $AU1 dan $AS0,01 untuk ¥JP1. Dengan menggunakan kurs tengah pada tanggal 30 Juni 2026, liabilitas moneter neto pada tanggal 31 Maret 2026 tersebut akan turun sebesar $AS1.493.353.

32. MONETARY ASSETS AND LIABILITIES IN FOREIGN CURRENCIES (continued)

As of June 30, 2026, the average rates for selling and buying bank notes and/or transaction exchange rates published by Bank Indonesia were US$0.56 to Rp10,000, US$0.69 to AU$1 and US$0.01 to JP¥1. Using the middle rates of exchange as of June 30, 2026, the net monetary liabilities as of March 31, 2026 will decrease by US$1,493,353.

33. PERJANJIAN DAN IKATAN PENTING

Berikut adalah perjanjian dan ikatan penting pada tanggal 31 Maret 2026:

a. Perjanjian Distribusi

Perusahaan mengadakan beberapa perjanjian distribusi untuk menjual alat-alat berat jenis tertentu dan suku cadangnya dengan perusahaan pemegang lisensi, antara lain, HCM, HMAP dan HCMI (Catatan 6c).

Perjanjian-perjanjian tersebut umumnya mencakup jangka waktu antara 1 (satu) tahun sampai dengan 5 (lima) tahun dan dapat diperpanjang sesuai dengan persetujuan para pihak. Perjanjian tersebut, antara lain, mensyaratkan Perusahaan untuk mencapai target penjualan tertentu dan memberikan pelayanan purna jual atas penjualan alat berat yang telah dilakukan. Berdasarkan Surat Penunjukan terakhir dari HCM bertanggal 9 Agustus 2016, perjanjian tersebut akan berlaku dan otomatis diperpanjang. Berdasarkan Surat Penunjukan terakhir dari HMAP bertanggal 5 November 2018, perjanjian ini berlaku mulai tanggal 1 Juni 2018 sampai dengan tanggal 1 Juni 2019. Pada tanggal 30 April 2019, perjanjian ini diperpanjang dan berlaku sampai dengan tanggal 1 Juni 2022. Pada tanggal 24 Mei 2022, perjanjian ini telah diperpanjang dan berlaku sampai 1 Juni 2025.

Berdasarkan perjanjian tanggal 1 Juni 2025, jangka waktu perjanjian ini diperpanjang selama 1 (satu) tahun dan akan diperpanjang secara otomatis.

Perusahaan juga melakukan kerjasama distribusi alat berat dengan merek “Bell”, antara Bell, HMAP dan Perusahaan bertanggal 16 Maret 2018 dan berlaku sampai dengan tanggal 16 Maret 2023. Pada tanggal 2 Maret 2023, perjanjian ini telah diperpanjang dan berlaku sampai 15 Maret 2028.

33. SIGNIFICANT AGREEMENTS AND COMMITMENTS

The following are significant agreements and commitments as of March 31, 2026:

a. Distributorship Agreements

The Company has several distributorship agreements in relation to the sale of certain heavy equipment and its spare parts with several licensed companies, among others, HCM, HMAP and HCMI (Note 6c).

The above agreements generally cover a period of 1 (one) year to 5 (five) years and can be extended from time to time as agreed by the parties. These agreements require the Company, among others, to achieve certain sales targets and provide after sales services on the heavy equipment sold. Based on the latest Letter of Appointment from HCM dated August 9, 2016, this agreement is valid and automatically extended. Based on the latest Letter of Appointment from HMAP dated November 5, 2018, agreement with HMAP effectively started from June 1, 2018 until June 1, 2019. On April 30, 2019, the agreement has been extended and valid until June 1, 2022. On May 24, 2022, the agreement has been extended and valid until June 1, 2025.

Based on agreement dated June 1, 2025, the agreement has been extended and valid for 1 (one) year and will be extended automatically.

The Company also entered into Distribution Agreement between Bell and HMAP in relation to distribute the “Bell” heavy equipment. The date of agreement is March 16, 2018, and valid until March 16, 2023. On March 2, 2023, this agreement has been extended and valid until March 15, 2028.

33. PERJANJIAN DAN IKATAN PENTING (lanjutan)

Berikut adalah perjanjian dan ikatan penting pada tanggal 31 Maret 2026: (lanjutan)

a. Perjanjian Distribusi (lanjutan)

Pada tanggal 9 Maret 2026, Perusahaan melakukan kerjasama Sub-distributor Kendaraan *Complete Build-up* (non-eksklusif) dengan PT Foton Pemasaran & Penjualan Indonesia untuk melakukan distribusi alat berat dengan merk "Auman". Perjanjian tersebut bertujuan agar Perusahaan dapat menjual produk kepada pengguna akhir, mempromosikan penjualan dan meningkatkan pelayanan purna jual atas penjualan alat berat yang telah dilakukan. Perjanjian ini berlaku mulai tanggal 12 April 2026 sampai dengan 12 April 2029. Selama periode perjanjian, Perusahaan disyaratkan untuk memenuhi jumlah minimum pembelian tertentu.

b. Perjanjian Penjualan dan Pembelian antar Tiga Pihak

Perusahaan mengadakan perjanjian jual beli tiga belah pihak dengan HMAP dan pelanggan tertentu, dimana Perusahaan ditunjuk sebagai perantara atas penjualan alat berat yang dijual HMAP kepada pelanggan tertentu di Indonesia. Berdasarkan perjanjian, Perusahaan bertanggung jawab untuk memberikan jasa perakitan mesin dan penagihan pembayaran atas mesin yang dibeli oleh pelanggan.

Sebagai kompensasinya, Perusahaan memperoleh penghasilan jasa komisi, penghasilan jasa perakitan dan administrasi dari HMAP atas jasa penagihan sebesar persentase tertentu dari harga alat berat yang dijual dan piutang yang berhasil ditagih.

c. Perjanjian Komisi

Perusahaan mengadakan perjanjian komisi dengan HCM, dimana sebagai imbalannya, Perusahaan akan memperoleh penghasilan jasa komisi sejumlah persentase tertentu dari harga jual produk yang dijual oleh HCM kepada pihak ketiga tertentu di Indonesia. Berdasarkan perjanjian, Perusahaan bertanggung jawab untuk menyediakan jasa teknis dalam rangka perakitan mesin, melakukan inspeksi berkala selama masa garansi dan memberikan pelatihan kepada pihak ketiga tertentu.

33. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

The following are significant agreements and commitments as of March 31, 2026: (continued)

a. Distributorship Agreements (continued)

On March 9, 2026, the Company entered into a non-exclusive Sub-Distributor Agreement for Complete Build-Up Vehicles with PT Foton Pemasaran & Penjualan Indonesia in relation to distribute the "Auman" heavy equipment. The purpose of this agreement is to enable the Company to sell products to end-users, promote the sales, and improve the level of after-sales services for the heavy equipment sold. The agreement is valid from April 12, 2026 until April 12, 2029. During the term of the agreement, the Company is required to meet certain minimum purchase quantities.

b. Three Parties Sales and Purchase Agreement

The Company entered into three parties sales and purchase agreements with HMAP and certain customers, whereby the Company was appointed as a sales agent on sales of heavy equipment from HMAP to certain customers in Indonesia. Based on these agreements, the Company is responsible in providing service in assembling the product and to collect the payment of the product bought by customers.

As compensation, the Company receives commission income, assembling and administration income from HMAP for collection of receivable based on a certain percentage of the sales price of heavy equipment and collected receivable.

c. Commission Agreement

The Company entered into a commission agreement with HCM, whereby as compensation, the Company receives commission income from HCM based on certain percentage of the sales price of heavy equipment sold to certain third parties in Indonesia. Based on the agreement, the Company is responsible to provide the technical assistance of assembling of the product, perform periodic inspection during the warranty period and provide training to certain third parties.

33. PERJANJIAN DAN IKATAN PENTING (lanjutan)

Berikut adalah perjanjian dan ikatan penting pada tanggal 31 Maret 2026: (lanjutan)

d. Fasilitas Pinjaman yang Tidak Digunakan

Pada tanggal 31 Maret 2026, Perusahaan memiliki fasilitas pinjaman yang belum dipergunakan yang diperoleh dari Deutsche Bank AG., Cabang Jakarta berupa fasilitas jangka pendek dengan batas maksimum pinjaman sebesar $AS10.000.000. Fasilitas pinjaman ini tersedia sampai dengan tanggal 30 Juni 2026.

e. Perjanjian Brand Value

Perjanjian *HCM Individual Construction Machinery Brand Value*

Pada tahun 2017, Perusahaan dan HCM, mengadakan perjanjian HCM *Individual Construction Machinery Brand Value,* dimana HCM memberikan hak non ekslusif kepada Perusahaan untuk menggunakan merek dari *Construction Machinery Business* seperti "Zaxis", "Support Chain", "Global e-Service", "ConSite" dan "MaintenancePRO".

Berdasarkan perjanjian ini, Perusahaan diharuskan membayar setiap tahun kepada HCM sebesar 1% dari total pendapatan Perusahaan (di luar penjualan kepada HCM dan entitas anak yang dikonsolidasikan ke HCM selama tahun fiskal), dimana tahun fiskal yang dimaksud adalah tahun fiskal HCM. Perjanjian ini mulai berlaku sejak tanggal 1 April 2017 dan akan berlaku selama 3 (tiga) tahun dan akan diperpanjang selama satu 1 (satu) tahun secara otomatis.

Perjanjian *Hitachi Brand Value*

Pada tahun 2017, Perusahaan dan HCM, mengadakan perjanjian *Hitachi Brand Value,* dimana HCM memberikan hak non ekslusif kepada Perusahaan untuk menggunakan merek "Hitachi".

Berdasarkan perjanjian ini, Perusahaan diharuskan membayar setiap tahun kepada HCM sebesar 1% dari total pendapatan Perusahaan (di luar penjualan kepada Hitachi dan entitas anak yang dikonsolidasikan ke Hitachi selama tahun fiskal), dimana tahun fiskal yang dimaksud adalah tahun fiskal HCM. Perjanjian ini mulai berlaku sejak tanggal 1 April 2017 dan akan berlaku selama 3 (tiga) tahun dan akan diperpanjang otomatis selama 1 (satu) tahun.

33. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

The following are significant agreements and commitments as of March 31, 2026: (continued)

d. Unused Credit Facility

As of March 31, 2026, the Company have unused credit facilities obtained from Deutsche Bank AG., Jakarta Branch under uncommitted revolving credit facility with a maximum credit facility of US$10,000,000. This loan facility is available until June 30, 2026.

e. Brand Value Agreement

Agreement HCM Individual Construction Machinery Brand Value

In 2017, the Company and HCM, entered into HCM Individual Construction Machinery Brand Value agreement, whereby, HCM grants the Company the non exclusive right to use the Construction Machinery Business Brand, such as "Zaxis", "Support Chain", "Global e-Service", "ConSite" and "MaintenancePRO".

Based on this agreement, the Company shall annually pay HCM 1% of the Company's total revenues (excluding sales to HCM and its subsidiaries which are consolidated into HCM during the fiscal year), provided that the fiscal year in question is the fiscal year of HCM. This agreement is effective from April 1, 2017 and will be valid for 3 (three) years and will be automatically extended for 1 (one) year.

Agreement Hitachi Brand Value

In 2017, the Company and HCM, entered into an agreement regarding Hitachi Brand Value, whereby, HCM grants the Company the non-exclusive right to use the "Hitachi" brand.

Based on this agreement, the Company is required to annually pay HCM 1% of the Company's total revenues (excluding sales to Hitachi and its subsidiaries which are consolidated into Hitachi during the fiscal year), provided that the fiscal year in question is the fiscal year of HCM. This agreement is effective from April 1, 2017 and will be valid for 3 (three) years and will be automatically renewed for 1 (one) year.

33. PERJANJIAN DAN IKATAN PENTING (lanjutan)

Berikut adalah perjanjian dan ikatan penting pada tanggal 31 Maret 2026: (lanjutan)

e. Perjanjian Brand Value (lanjutan)

Perjanjian *Hitachi Brand Value* (lanjutan)

Perusahaan mengakui beban royalti atas perjanjian *HCM Individual Construction Machinery Brand Value* dan *Hitachi Brand Value* untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025 masing-masing sebesar $AS10.204.890 dan $AS10.408.167, dicatat sebagai bagian dari akun "Beban Penjualan" dalam laporan laba rugi dan penghasilan komprehensif lain (Catatan 25). Biaya royalti yang masih harus dibayar pada tanggal 31 Maret 2026 dan 2025 masing-masing sebesar $AS4.927.889 dan $AS5.827.000, dan dicatat sebagai bagian dari akun "Beban Akrual" dalam laporan posisi keuangan (Catatan 17).

f. Kontrak Nilai Tukar Mata Uang Asing

Pada tanggal 13 November 2018, Perusahaan dan MUFG Jakarta mengadakan perjanjian kontrak nilai tukar mata uang asing untuk keperluan lindung nilai dengan batas maksimum sebesar $AS24.000.000. Perjanjian ini telah dilakukan beberapa kali perpanjangan, dengan jangka waktu ketersediaan hingga tanggal 31 Maret 2026 dan jatuh tempo pada 31 Maret 2027.

Pada tanggal 31 Maret 2026 dan 2025, nilai wajar dari instrumen ini masing-masing sebesar $AS116.277 dan $AS56.134.

g. Kontrak *Range Forward Option*

Pada tanggal 3 Agustus 2006, Perusahaan dan MUFG Jakarta mengadakan perjanjian kontrak *Range Forward Option* untuk keperluan lindung nilai sebesar $AS21.200.000. Perjanjian ini telah dilakukan beberapa kali perpanjangan, dengan jangka waktu ketersediaan hingga 31 Maret 2026 dan jatuh tempo pada tanggal 14 Mei dan 20 Mei 2025. Pada tanggal 31 Maret 2026, fasilitas ini telah dihentikan.

Pada tanggal 31 Maret 2026 dan 2025, nilai wajar dari instrumen ini masing-masing sebesar nihil dan $AS55.038.

33. SIGNIFICANT AGREEMENTS AND COMMITMENTS (continued)

The following are significant agreements and commitments as of March 31, 2026: (continued)

e. Brand Value Agreement (continued)

Agreement Hitachi Brand Value (continued)

The Company recorded royalty expense for HCM Individual Construction Machinery Brand Value and Hitachi Brand Value agreements amounting to US$10,204,890 and US$10,408,167 for the years ended March 31, 2026 and 2025, respectively, which is recorded as part of "Selling Expenses" account in the statements of profit or loss and other comprehensive income (Note 25). As of March 31, 2026 and 2025, accrued royalty expenses amounting to US$4,927,889 and US$5,827,000, respectively, and recorded as part of "Accrued Expenses" account in the statements of financial position (Note 17).

f. Foreign Exchange Contract

On November 13, 2018, the Company and MUFG Jakarta entered into a foreign exchange contract for hedging purposes with a maximum limit of US$24,000,000. This agreement has been extended several times, with availability period until March 31, 2026 and maturity until March 31, 2027.

As of March 31, 2026 and 2025, fair value for this instrument amounted to US$116,277 and US$56,134, respectively.

g. Range Forward Option Contract

On August 3, 2006, the Company and MUFG Jakarta entered into a Range Forward Option contract for hedging purposes total amount of US$21,200,000. This agreement has been extended several times, with availability period until March 31, 2026 and maturity until May 14 and May 20, 2025. As of March 31, 2026, this facility has been terminated.

As of March 31, 2026 and 2025, fair value for this instrument amounted to nil and US$55,038, respectively.

34. INFORMASI SEGMEN / *34. SEGMENT INFORMATION*

Informasi yang menyangkut segmen usaha Perusahaan adalah sebagai berikut:

Information concerning the Company's business segment are as follows:

Tahun yang berakhir pada tanggal 31 Maret 2026	Penjualan Alat Berat/ *Sales of Heavy Equipment*	Penjualan Suku Cadang/ *Sales of Spare Parts*	Jasa Pemeliharaan dan Perbaikan/ *Repair and Maintenance Services*	Jasa Penyewaan Alat Berat/ *Rental of Heavy Equipment*	Tidak Dapat Dialokasikan/ *Unallocated*	Total/*Total*	*Year ended March 31, 2026*
Informasi Segmen Usaha							***Business Segment Information***
Penghasilan segmen	339.218.927	83.507.421	83.000.454	9.696.415	-	515.423.217	*Segment revenues*
Laba bruto segmen	26.203.730	27.525.829	31.835.627	4.618.068	-	90.183.254	*Segment gross profit*
Beban penjualan, umum dan administrasi	(11.048.687)	(4.940.982)	(9.573.835)	(180.201)	(37.726.351)	(63.470.056)	*Selling, general and administrative expenses*
Pendapatan lainnya yang tidak dapat dialokasikan	-	-	-	-	2.538.161	2.538.161	*Unallocated other income*
Beban lainnya yang tidak dapat dialokasikan	-	-	-	-	(1.602.367)	(1.602.367)	*Unallocated other expenses*
Laba usaha segmen	15.155.043	22.584.847	22.261.792	4.437.867	(36.790.557)	27.648.992	*Segment operating profit*
Penghasilan bunga yang tidak dapat dialokasikan	-	-	-	-	242.661	242.661	*Unallocated interest income*
Beban bunga yang tidak dapat dialokasikan	-	-	-	-	(7.339.547)	(7.339.547)	*Unallocated interest expenses*
Laba sebelum pajak penghasilan	15.155.043	22.584.847	22.261.792	4.437.867	(43.887.443)	20.552.106	*Profit before income tax*
Beban pajak penghasilan - neto					(4.568.987)	(4.568.987)	*Income tax expense - net*
Laba tahun berjalan						**15.983.119**	***Profit for the year***
Aset segmen	165.252.407	153.020.554	25.456.228	27.864.842	35.438.454	407.032.485	*Segment assets*
Liabilitas segmen	38.196.572	16.465.231	14.366.063	10.976.734	162.027.765	242.032.365	*Segment liabilities*
Pengeluaran barang modal						2.966.988	*Capital expenditures*
Penyusutan aset tetap						6.977.246	*Depreciation of fixed assets*
Penyusutan aset hak-guna						2.661.984	*Depreciation of right-of-use assets*
Amortisasi aset takberwujud						435.498	*Amortization of intangible assets*
Beban non-kas selain penyusutan dan amortisasi:							*Non-cash expenses other than depreciation and amortization:*
Penyisihan kerugian kredit ekspektasian piutang usaha	(480.894)	(111.504)	(88.142)	(18.625)	-	(699.165)	*Provision for expected credit loss on trade receivables*
Pemulihan kerugian penurunan nilai piutang non-usaha						-	*Recovery of impairment losses on non-trade receivables*
Penyisihan penurunan nilai pasar persediaan	(147.730)	(1.508.126)	-	-	-	(1.655.856)	*Provision for decline in market value of inventories*

34. INFORMASI SEGMEN (lanjutan) / *34. SEGMENT INFORMATION (continued)*

Informasi yang menyangkut segmen geografis Perusahaan adalah sebagai berikut:

Information concerning the Company's geographical segment are as follows:

Tahun yang berakhir pada tanggal 31 Maret 2026	Penjualan Alat Berat/ *Sales of Heavy Equipment*	Penjualan Suku Cadang/ *Sales of Spare Parts*	Jasa Pemeliharaan dan Perbaikan *Repair and Maintenance Services*	Jasa Penyewaan Alat Berat/ *Rental of* Heavy *Equipment*	Tidak Dapat Dialokasikan/ *Unallocated*	Total/*Total*	*Year ended March 31, 2026*
Informasi Segmen Geografis							***Geographical Segment Information***
Penghasilan Segmen							*Segment Revenues*
Pulau Jawa	84.211.713	1.495.017	1.311.914	1.549.003	-	88.567.647	*Java island*
Luar pulau Jawa	255.007.214	82.012.404	81.688.540	8.147.412	-	426.855.570	*Outside Java island*
Total Penghasilan Segmen	**339.218.927**	**83.507.421**	**83.000.454**	**9.696.415**	**-**	**515.423.217**	***Total Segment Revenues***
Laba Bruto Segmen							*Segment Gross Profit*
Pulau Jawa	(473.181)	(8.893.643)	1.302.528	1.101.992	-	(6.962.304)	*Java island*
Luar pulau Jawa	26.676.911	36.419.472	30.533.099	3.516.076	-	97.145.558	*Outside Java island*
Laba Bruto Segmen	**26.203.730**	**27.525.829**	**31.835.627**	**4.618.068**	**-**	**90.183.254**	***Segment Gross Profit***
Laba Usaha							*Operating profit*
Pulau Jawa	1.238.280	2.116.367	86.566	1.077.422	(18.361.303)	(13.842.668)	*Java island*
Luar pulau Jawa	13.916.763	20.468.480	22.175.226	3.360.445	(18.429.254)	41.491.660	*Outside Java island*
Laba Usaha Segmen	**15.155.043**	**22.584.847**	**22.261.792**	**4.437.867**	**(36.790.557)**	**27.648.992**	***Segment Operating Profit***

Informasi yang menyangkut segmen usaha Perusahaan adalah sebagai berikut:

Information concerning the Company's business segment is as follows:

Tahun yang berakhir pada tanggal 31 Maret 2025	Penjualan Alat Berat/ *Sales of Heavy Equipment*	Penjualan Suku Cadang/ *Sales of Spare Parts*	Jasa Pemeliharaan *dan* Perbaikan *Repair and Maintenance Services*	Jasa Penyewaan Alat Berat/ *Rental of Heavy Equipment*	Tidak Dapat Dialokasikan/ *Unallocated*	Total/*Total*	*Year ended March 31, 2025*
Informasi Segmen Usaha							***Business Segment Information***
Penghasilan segmen	317.693.512	107.930.829	82.417.500	14.672.997	-	522.714.838	*Segment revenues*
Laba bruto segmen	26.940.079	39.385.336	37.026.199	6.949.021	-	110.300.635	*Segment gross profit*
Beban penjualan, umum dan administrasi	(21.474.980)	(10.196.774)	(14.146.353)	(3.624.119)	(13.118.152)	(62.560.378)	*Selling, general and administrative expenses*
Pendapatan lainnya yang tidak dapat dialokasikan	-	-	-	-	2.274.441	2.274.441	*Unallocated other income*
Beban lainnya yang tidak dapat dialokasikan	-	-	-	-	(2.876.555)	(2.876.555)	*Unallocated other expenses*
Laba usaha segmen	5.465.099	29.188.562	22.879.846	3.324.902	(13.720.266)	47.138.143	*Segment operating profit*
Penghasilan bunga yang tidak dapat dialokasikan	-	-	-	-	200.956	200.956	*Unallocated interest income*
Beban bunga yang tidak dapat dialokasikan	-	-	-	-	(7.313.163)	(7.313.163)	*Unallocated interest expenses*
Laba sebelum pajak penghasilan	5.465.099	29.188.562	22.879.846	3.324.902	(20.832.473)	40.025.936	*Profit before income tax*
Beban pajak penghasilan - neto						(8.964.201)	*Income tax expense - net*
Laba tahun berjalan						**31.061.735**	***Profit for the year***

34. INFORMASI SEGMEN (lanjutan) / *34. SEGMENT INFORMATION (continued)*

Informasi yang menyangkut segmen usaha Perusahaan adalah sebagai berikut: (lanjutan)

Information concerning the Company's business segment is as follows: (continued)

Tahun yang berakhir pada tanggal 31 Maret 2025	Penjualan Alat Berat/ *Sales of Heavy Equipment*	Penjualan Suku Cadang/ *Sales of Spare Parts*	Jasa Pemeliharaan dan Perbaikan/ *Repair and Maintenance Services*	Jasa Penyewaan Alat Berat/ *Rental of Heavy Equipment*	Tidak Dapat Dialokasikan/ *Unallocated*	Total/*Total*	*Year ended March 31, 2025*
Aset segmen	185.484.492	171.755.076	28.572.870	31.276.374	39.871.298	456.960.110	*Segment assets*
Liabilitas segmen	45.115.382	19.447.693	16.968.288	12.965.026	191.402.715	285.899.104	*Segment liabilities*
Pengeluaran barang modal						6.617.573	*Capital expenditures*
Penyusutan aset tetap						8.763.631	*Depreciation of fixed assets*
Penyusutan aset hak-guna						2.882.277	*Depreciation of right-of-use assets*
Amortisasi aset takberwujud						232.721	*Amortization of intangible assets*
Beban non-kas selain penyusutan dan amortisasi:							*Non-cash expenses other than depreciation and amortization:*
Pemulihan (penyisihan) kerugian kredit ekspektasian piutang usaha	(136.090)	(141.082)	183.831	(34.815)	-	(128.156)	*Recovery of (provision for) expected credit loss on trade receivables*
Penyisihan kerugian penurunan nilai piutang non-usaha						121	*Provision for impairment losses on non-trade receivables*
Penyisihan penurunan nilai pasar persediaan	(323)	-	-	(976.698)	-	(977.021)	*Provision for decline in market value of inventories*

Informasi yang menyangkut segmen geografis Perusahaan adalah sebagai berikut:

Information concerning the Company's geographical segment is as follows:

Tahun yang berakhir pada tanggal 31 Maret 2025	Penjualan Alat Berat/ *Sales of Heavy Equipment*	Penjualan Suku Cadang/ *Sales of Spare Parts*	Jasa Pemeliharaan dan Perbaikan/ *Repair and Maintenance Services*	Jasa Penyewaan Alat Berat/ *Rental of Heavy Equipment*	Tidak Dapat Dialokasikan/ *Unallocated*	Total/*Total*	*Year ended March 31, 2025*
Informasi Segmen Geografis							***Geographical Segment Information***
Penghasilan Segmen							*Segment Revenues*
Pulau Jawa	51.572.616	1.157.137	1.231.547	659.982	-	54.621.282	*Java island*
Luar pulau Jawa	266.120.896	106.773.692	81.185.953	14.013.015	-	468.093.556	*Outside Java island*
Total Penghasilan Segmen	**317.693.512**	**107.930.829**	**82.417.500**	**14.672.997**	**-**	**522.714.838**	***Total Segment Revenues***
Laba Bruto Segmen							*Segment Gross Profit*
Pulau Jawa	6.098.487	467.874	624.307	358.379	-	7.549.047	*Java island*
Luar pulau Jawa	20.841.592	38.917.462	36.401.892	6.590.642	-	102.751.588	*Outside Java island*
Laba Bruto Segmen	**26.940.079**	**39.385.336**	**37.026.199**	**6.949.021**	**-**	**110.300.635**	***Segment Gross Profit***
Laba Usaha							*Operating profit*
Pulau Jawa	363.283	22.733	(201.947)	53.018	-	237.087	*Java island*
Luar pulau Jawa	5.101.816	29.165.829	23.081.793	3.271.884	(13.720.266)	46.901.056	*Outside Java island*
Laba Usaha Segmen	**5.465.099**	**29.188.562**	**22.879.846**	**3.324.902**	**(13.720.266)**	**47.138.143**	***Segment Operating Profit***

35. INSTRUMEN KEUANGAN

Pada tanggal 31 Maret 2026 dan 2025, nilai tercatat aset dan liabilitas keuangan mendekati nilai wajarnya sebagai berikut:

- Kas dan bank, piutang usaha - neto dan piutang non-usaha - neto

  Seluruh aset keuangan di atas merupakan aset keuangan jangka pendek yang akan jatuh tempo dalam waktu 12 bulan, sehingga nilai tercatat aset keuangan tersebut kurang lebih telah mencerminkan nilai wajarnya.

- Utang bank jangka pendek, utang usaha, utang non-usaha, beban akrual dan liabilitas imbalan kerja jangka pendek

  Seluruh liabilitas keuangan di atas merupakan liabilitas jangka pendek yang akan jatuh tempo dalam waktu 12 bulan sehingga nilai tercatat liabilitas keuangan tersebut kurang lebih telah mencerminkan nilai wajarnya.

- Liabilitas sewa

  Liabilitas keuangan di atas merupakan pinjaman yang memiliki suku bunga variabel yang disesuaikan dengan pergerakan suku bunga pasar sehingga nilai tercatat liabilitas keuangan tersebut telah mendekati nilai wajar.

- Aset keuangan tidak lancar - Penyertaan saham

  Penyertaan saham biasa telah diukur dengan nilai wajar tingkat 3.

- Uang jaminan

  Aset jangka panjang yang tidak dikenakan bunga disajikan pada nilai kini dari estimasi penerimaan atau pembayaran kas di masa mendatang dengan menggunakan bunga pasar yang tersedia untuk instrumen yang kurang lebih sejenis.

- Piutang derivatif

  Piutang derivatif diukur pada nilai wajar dengan menggunakan teknik penilaian karena tidak ada harga pasar yang dikutip untuk instrumen-instrumen tersebut. Teknik utama yang digunakan untuk menilai instrumen ini adalah penggunaan arus kas yang didiskontokan.

35. FINANCIAL INSTRUMENTS

The following set out the carrying values and estimated fair values of the Company's financial instruments as of March 31, 2026 and 2025:

- *Cash on hand and in banks, trade receivables - net and non-trade receivables - net*

  All of the above financial assets are due within 12 months, thus the carrying values of the financial assets approximate their fair values.

- *Short-term bank loans, trade payables, non-trade payables, accrued expenses and short-term employee benefits liability*

  All of the above financial liabilities are due within 12 months, thus the carrying values of the financial liabilities approximate their fair values.

- *Lease liabilities*

  The above financial liabilities are liabilities with fixed interest rates which are adjusted with the movements of market interest rates, thus the carrying values of the financial liabilities approximate their fair values.

- *Non-current financial assets - Investment in shares of stock*

  Investments in unquoted ordinary shares has been measured at fair value level 3.

- *Security deposits*

  Long-term assets which bear no interest are presented at the net present value of the estimated future cash receipts or payments using market interest rate available for debt with approximately similar characteristics.

- *Derivative receivables*

  Derivative receivables are measured at fair value by using valuation techniques because there are no quoted market prices for those instruments. The main technique used to assess these instruments is the use of discounted cash flows.

35. INSTRUMEN KEUANGAN (lanjutan)

Pada tanggal 31 Maret 2026 dan 2025, nilai tercatat aset dan liabilitas keuangan mendekati nilai wajarnya sebagai berikut: (lanjutan)

Hierarki Nilai Wajar

Aset dan liabilitas keuangan diklasifikasikan secara keseluruhan berdasarkan tingkat terendah dari masukan (*input*) yang signifikan terhadap pengukuran nilai wajar. Penilaian dampak signifikan dari suatu *input* tertentu terhadap pengukuran nilai wajar membutuhkan pertimbangan dan dapat memengaruhi penilaian dari aset dan liabilitas yang diukur dan penempatannya dalam hierarki nilai wajar.

Bukti terbaik dari nilai wajar adalah harga yang dikuotasikan (*quoted prices*) dalam sebuah pasar yang aktif. Jika pasar untuk sebuah instrumen keuangan tidak aktif, entitas menetapkan nilai wajar dengan menggunakan metode penilaian. Tujuan dari penggunaan metode penilaian adalah untuk menetapkan harga transaksi yang terbentuk pada tanggal pengukuran dalam sebuah transaksi pertukaran yang wajar dengan pertimbangan bisnis normal.

Metode penilaian termasuk penggunaan harga dalam transaksi pasar yang wajar (*arms' length*) terakhir antara pihak-pihak yang memahami dan berkeinginan, jika tersedia, referensi kepada nilai wajar terkini dari instrumen lain yang secara substansial sama, analisa arus kas yang didiskontokan.

Hierarki nilai wajar Perusahaan pada tanggal 31 Maret 2026 dan 2025 adalah sebagai berikut:

35. FINANCIAL INSTRUMENTS (continued)

The following set out the carrying values and estimated fair values of the Company's financial instruments as of March 31, 2026 and 2025: (continued)

Fair Value Hierarchy

Financial assets and liabilities are classified in their entirety based on the lowest level of input that is significant to the fair value measurements. The assessment of the significance of a particular input to the fair value measurements requires judgement, and may affect the valuation of the assets and liabilities being measured and their placement within the fair value hierarchy.

The best evidence of fair value is quoted prices in an active market. If the market for a financial instrument is not active, an entity establishes fair value by using a valuation technique. The objective of using a valuation technique is to establish what the transaction price would have been on the measurement date in an arms' length exchange motivated by normal business considerations.

Valuation techniques include using recent arms' length market transactions between knowledgeable, willing parties, if available, reference to the current fair value of another instrument that is substantially the same, discounted cash flow analysis.

The Company's fair value hierarchy as of March 31, 2026 and 2025 is as follows:

	31 Maret 2026/*March 31, 2026*			
	Total/*Total*	**Tingkat 1/*Level 1***	**Tingkat 2/*Level 2***	**Tingkat 3/*Level 3***	
Aset keuangan					***Financial assets***
NWPKL					***at FVTOCI***
Penyertaan saham	4.756.610	-	-	4.756.610	*Investment in shares of stock*

	31 Maret 2025/*March 31, 2025*			
	Total/*Total*	**Tingkat 1/*Level 1***	**Tingkat 2/*Level 2***	**Tingkat 3/*Level 3***	
Aset keuangan					***Financial assets***
NWPKL					***at FVTOCI***
Penyertaan saham	4.823.537	-	-	4.823.537	*Investment in shares of stock*

Untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025, tidak terdapat pengalihan antar level atas pengukuran nilai wajar.

For the years ended March 31, 2026 and 2025, there were no transfers between the level fair value measurements.

36. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN

a. Manajemen Risiko

Risiko utama dari instrumen keuangan Perusahaan adalah risiko tingkat suku bunga, risiko mata uang asing, risiko kredit dan risiko likuiditas. Penelaahan Direksi dan kebijakan yang disetujui untuk mengelola risiko-risiko tersebut dirangkum sebagai berikut:

Risiko Tingkat Suku Bunga

Risiko tingkat suku bunga adalah risiko dimana nilai wajar arus kas di masa depan akan berfluktuasi karena perubahan tingkat suku bunga pasar. Perusahaan terpengaruh risiko perubahan suku bunga pasar terkait dengan utang bank jangka pendek. Perusahaan mengelola risiko ini dengan memilih bank yang dapat memberikan tingkat suku bunga pinjaman yang terendah.

Risiko Kredit

Risiko kredit adalah risiko jika pihak pelanggan tidak memenuhi kewajibannya yang menyebabkan kerugian keuangan.

Perusahaan mengelola dan mengendalikan risiko ini dengan menetapkan batasan risiko yang dapat diterima dan memantau eksposur terkait dengan batasan-batasan tersebut.

Perusahaan menetapkan sejumlah kebijakan sebelum memberikan kredit kepada pelanggan baru, antara lain dengan melakukan survei atas pelanggan tersebut, melakukan pemeriksaan terhadap dokumentasi termasuk kontrak kerja pelanggan dengan pihak lain dan memberikan kredit limit yang terbatas. Perusahaan juga menetapkan kebijakan jangka waktu kredit sampai dengan 18 bulan untuk penjualan alat berat dan 90 hari untuk penjualan suku cadang. Piutang atas penjualan alat berat dijamin dengan jaminan secara fidusia atas alat berat yang dijual tersebut.

Peningkatan kredit limit dan perpanjangan jangka waktu kredit akan diberikan setelah melalui proses verifikasi. Piutang yang telah jatuh tempo akan dipantau secara terus menerus dan menghentikan penyaluran kredit kepada pelanggan tersebut bila terjadi tunggakan pembayaran dan hanya melakukan transaksi penjualan secara kas. Tidak ada risiko kredit yang terpusat.

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES

a. Risk Management

The main risks from the financial instruments of the Company are interest rate risk, foreign exchange rate risk, credit risk and liquidity risk. Review of Directors and the approved policies to manage these risks are summarized as follows:

Interest Rate Risk

Interest rate risk is the risk that the fair value of future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Company's exposure to the risk of changes in market interest rates is related to short-term bank loans. The Company manages this risk by selecting the bank that can give the lowest loan interest rate.

Credit Risk

Credit risk is the risk that a customer will not meet its obligations, leading to a financial loss.

The Company manages and controls this risk by setting acceptable risk limit and monitoring the exposure related to such limits.

The Company has adopted a number of policies prior to providing credit to new customers, such as customer surveys, checking of documentation including customer contract with other parties and setting of strict credit limits. The Company also sets a credit period that is up to 18 months for sales of heavy equipment and 90 days for sales of spare parts. The receivables arising from sales of heavy equipment are secured by fiduciary security of the heavy equipment sold.

Raising of the credit limit and extension of the credit term are only provided after a process of verification. Overdue receivables are monitored continuously and the customer credit are terminated in case of delay in payment and restriction to cash basis transactions being other possible measures. There is no concentration of credit risk.

36. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Manajemen Risiko (lanjutan)

Risiko Kredit (lanjutan)

Sehubungan dengan risiko kredit yang timbul dari aset keuangan lainnya, yang terdiri dari kas di bank, dari pihak lawan, Perusahaan memiliki kebijakan untuk tidak menempatkan investasi pada instrumen yang memiliki risiko kredit yang tinggi dan untuk menempatkan investasi hanya pada bank dengan *rating* kredit yang tinggi.

Pada tanggal 31 Maret 2026 dan 2025, nilai maksimum *exposure* Perusahaan untuk risiko kredit adalah nilai tercatat bank, piutang usaha dan piutang non-usaha yang disajikan dalam laporan posisi keuangan.

Tidak ada agunan yang ditahan atau peningkatan kredit lain atau mengimbangi pengaturan saling hapus yang memengaruhi *exposure* maksimum. Tidak ada risiko kredit yang terpusat.

Risiko Likuiditas

Risiko likuiditas adalah risiko yang terjadi jika posisi arus kas menunjukkan pendapatan jangka pendek tidak cukup menutupi pengeluaran jangka pendek.

Kebutuhan likuiditas Perusahaan secara historis timbul akibat kebutuhan untuk membiayai investasi dan keperluan modal kerja, sedangkan untuk biaya operasional dapat dipenuhi dari arus kas Perusahaan. Dalam mengelola risiko likuiditas, manajemen selalu menjaga saldo kas dan bank yang dianggap memadai untuk membiayai operasional Perusahaan, sedangkan untuk mengatasi dampak dari fluktuasi arus kas, diatasi dengan ketersediaan fasilitas utang bank.

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

a. *Risk Management (continued)*

Credit Risk (continued)

With respect to credit risk arising from other financial assets, which comprise cash in banks, from default of the counterparty, the Company has a policy not to place investments in instruments that have a high credit risk and to put the investments only in banks with high credit ratings.

As of March 31, 2026 and 2025, the Company's maximum exposure to credit risk is the carrying amounts of cash in banks, trade receivables and non-trade receivables presented in the statement of financial position.

There are no collaterals held or other credit enhancement or offsetting arrangements that affect this maximum exposure. There is no concentration of credit risk.

Liquidity Risk

Liquidity risk is the risk that occurs when the cash flow position indicates that short-term revenue is insufficient to cover short-term expenditure.

The liquidity requirements of the Company has historically arisen from the need for investment funding and working capital, while operational expenses can be met from the Company's cash flows. In handling the liquidity risk, management always maintains cash on hand and in banks balance at levels adequate to finance the operations of the Company, while the effects of cash flow fluctuation can be overcome by the availability of bank loan facilities.

36. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Manajemen Risiko (lanjutan)

Risiko Likuiditas (lanjutan)

Tabel di bawah ini merupakan jadwal jatuh tempo liabilitas keuangan Perusahaan pada tanggal 31 Maret 2026 dan 2025 berdasarkan pembayaran kontraktual yang tidak didiskontokan (termasuk estimasi pembayaran bunga):

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

a. Risk Management (continued)

Liquidity Risk (continued)

The table below summarizes the maturity profile of the Company's financial liabilities as of March 31, 2026 and 2025 based on contractual undiscounted payments to be made (including estimated interest payments):

31 Maret 2026/*March 31, 2026*

	Kurang dari 1 tahun/ *Below 1 year*	1 - 2 tahun/ *1 - 2 years*	2 - 3 tahun/ *2 - 3 years*	Lebih dari 3 tahun/ *Over 3 years*	Total/*Total*	
Liabilitas						***Liabilities***
Utang bank jangka pendek	93.308.350				93.308.350	*Short-term bank loans*
Utang usaha	104.326.097	-	-	-	104.326.097	*Trade payables*
Utang non-usaha	2.625.113	-	-	-	2.625.113	*Non-trade payables*
Beban akrual	9.723.675	-	-	-	9.723.675	*Accrued expenses*
Liabilitas imbalan kerja jangka pendek	2.666.317	-	-	-	2.666.317	*Short-term employee benefits liability*
Liabilitas sewa	381.888	6.229	-	-	388.117	*Lease liabilities*
Total	**213.031.440**	**6.229**	**-**	**-**	**213.037.669**	***Total***

31 Maret 2025/*March 31, 2025*

	Kurang dari 1 tahun/ *Below 1 year*	1 - 2 tahun/ *1 - 2 years*	2 - 3 tahun/ *2 - 3 years*	Lebih dari 3 tahun/ *Over 3 years*	Total/*Total*	
Liabilitas						***Liabilities***
Utang bank jangka pendek	165.242.897	-	-	-	165.242.897	*Short-term bank loans*
Utang usaha	74.485.853	-	-	-	74.485.853	*Trade payables*
Utang non-usaha	2.577.103	-	-	-	2.577.103	*Non-trade payables*
Beban akrual	11.392.652	-	-	-	11.392.652	*Accrued expenses*
Liabilitas imbalan kerja jangka pendek	4.369.458	-	-	-	4.369.458	*Short-term employee benefits liability*
Liabilitas sewa	1.134.953	320.948	6.381	-	1.462.282	*Lease liabilities*
Total	**259.202.916**	**320.948**	**6.381**	**-**	**259.530.245**	***Total***

Perusahaan secara rutin mengevaluasi proyeksi arus kas dan terus menelaah kondisi pasar keuangan untuk menggalang dana baik melalui pinjaman bank maupun pasar modal.

The Company evaluates its cash flow projections regularly and continously assesses the condition of financial markets for opportunities to pursue fund raising initiatives either through bank loan or the capital market.

36. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

a. Manajemen Risiko (lanjutan)

Risiko Nilai Tukar Mata Uang Asing

Risiko nilai tukar mata uang asing adalah risiko dimana nilai wajar atau arus kas masa datang dari suatu instrumen keuangan akan berfluktuasi akibat perubahan nilai tukar mata uang asing. *Exposure* Perusahaan terhadap fluktuasi nilai tukar terutama berasal dari kas dan bank, piutang usaha, piutang non-usaha, utang usaha, utang non-usaha, liabilitas imbalan kerja jangka pendek, utang pajak dan liabilitas sewa dalam mata uang Rupiah.

Aset dan liabilitas moneter Perusahaan dalam mata uang asing pada tanggal 31 Maret 2026 dan 2025 disajikan dalam Catatan 32.

Perusahaan tidak mempunyai kebijakan lindung nilai yang formal untuk laju pertukaran mata uang asing. Fluktuasi dalam nilai tukar Rupiah dan Dolar AS menghasilkan lindung nilai natural untuk laju nilai tukar Perusahaan.

Tabel berikut ini menunjukkan sensitivitas kemungkinan perubahan tingkat pertukaran Dolar AS terhadap Rupiah, dengan asumsi variabel lain konstan, dampak terhadap laba sebelum pajak penghasilan adalah sebagai berikut:

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

a. Risk Management (continued)

Foreign Exchange Rate Risk

Foreign exchange rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Company's exposure to exchange rate fluctuations results primarily from Rupiah-denominated cash on hand and in banks, trade receivables, non-trade receivables, trade payables, non-trade payables, short-term employee benefits liability, taxes payable and lease liabilities.

Monetary assets and liabilities of the Company which are denominated in foreign currencies as of March 31, 2026 and 2025 are presented in Note 32.

The Company does not have any formal hedging policy for foreign exchange exposure. The fluctuations in the exchange rate between Rupiah and US Dollar provide some degree of natural hedge for the Company's foreign exchange exposure.

The following table describes the sensitivity to a reasonably possible change in the US Dollar exchange rate againts Rupiah, with all other variables held constant, the effect to profit before income tax is as follows:

	Perubahan Tingkat Rp/ *Change in Rp rate*	**Dampak Terhadap Laba Sebelum Pajak Penghasilan/ *Effect on Income Before Income Tax***	
31 Maret 2026			***March 31, 2026***
Rupiah	+1%	(272.129)	*Rupiah*
Rupiah	-1%	272.129	*Rupiah*
31 Maret 2025			***March 31, 2025***
Rupiah	+1%	(96.957)	*Rupiah*
Rupiah	-1%	96.957	*Rupiah*

b. Pengelolaan Modal

Tujuan utama pengelolaan modal Perusahaan adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi pemegang saham. Modal meliputi modal saham, tambahan modal disetor - neto dan saldo laba.

b. Capital Management

The primary objective of the Company's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximize shareholders' value. Capital includes share capital, additional paid-in capital - net and retained earnings.

36. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)

b. Pengelolaan Modal (lanjutan)

Selain itu, Perusahaan dipersyaratkan oleh Undang-undang Perseroan Terbatas No. 40 efektif tanggal 16 Agustus 2007 untuk mengkontribusikan dan mempertahankan sampai dengan 20% dari modal saham ditempatkan dan disetor penuh ke dalam dana cadangan yang tidak boleh didistribusikan. Persyaratan permodalan eksternal tersebut dipertimbangkan oleh Perusahaan pada Rapat Umum Pemegang Saham Tahunan.

Perusahaan mengelola struktur permodalan dan melakukan penyesuaian terhadap perubahan kondisi ekonomi. Tidak ada perubahan atas tujuan, kebijakan maupun proses pengelolaan modal untuk tahun yang berakhir pada tanggal-tanggal 31 Maret 2026 dan 2025.

Kebijakan Perusahaan adalah mempertahankan struktur permodalan yang sehat untuk mengamankan akses terhadap pendanaan pada biaya yang wajar.

36. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)

b. Capital Management (continued)

In addition, the Company is also required by Corporate Law No. 40 effective August 16, 2007 to contribute and maintain a non-distributable reserve fund until the said reserve reaches 20% of the issued and fully paid share capital. This externally imposed capital requirement is considered by the Company at the Annual General Shareholders' Meeting.

The Company manages its capital structure and makes adjustments to it, in light of changes in economic conditions. No changes were made in the objectives, policies or processes for managing capital for the years ended March 31, 2026 and 2025.

The Company's policy is to maintain a healthy capital structure in order to secure access to finance at a reasonable cost.

c. Perubahan Pada Liabilitas yang Timbul Dari Aktivitas Pendanaan / *c. Changes in Liabilities Arising from Financing Activities*

	31 Maret 2025/ *March 31, 2025*	Penambahan/ *Addition*	Arus Kas/*Cash Flow* Penerimaan/ *Proceeds*	Arus Kas/*Cash Flow* Pembayaran/ *Payment*	Perubahan Non-kas/ *Non-cash changes*	31 Maret 2026/ *March 31, 2026*	
Liabilitas							***Current***
Utang bank jangka pendek	165.242.897	3.271.276	144.824.732	(217.588.310)	(2.442.245)	93.308.350	*Short-term bank loans*
Liabilitas sewa	1.360.727	1.216.585	-	(2.181.581)	(18.422)	377.309	*Lease liabilities*
Total	**166.603.624**	**4.487.861**	**144.824.732**	**(219.769.891)**	**(2.460.667)**	**93.685.659**	***Total***

	31 Maret 2024/ *March 31, 2024*	Penambahan/ *Addition*	Arus Kas/*Cash Flow* Penerimaan/ *Proceeds*	Arus Kas/*Cash Flow* Pembayaran/ *Payment*	Selisih Kurs/ *Foreign Exchange*	31 Maret 2025/ *March 31, 2025*	
Liabilitas							***Current***
Utang bank jangka pendek	102.537.500	33.778.318	344.009.887	(312.021.015)	(3.061.793)	165.242.897	*Short-term bank loans*
Liabilitas sewa	2.610.935	1.512.617	-	(2.688.087)	(74.738)	1.360.727	*Lease liabilities*
Total	**105.148.435**	**35.290.935**	**344.009.887**	**(314.709.102)**	**(3.136.531)**	**166.603.624**	***Total***

37. TAMBAHAN INFORMASI ARUS KAS / *37. SUPPLEMENTARY CASH FLOWS INFORMATION*

Transaksi non-kas: / *Non-cash transactions:*

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Pembelian persediaan alat berat melalui utang bank jangka pendek	3.271.276	33.778.318	*Purchase of heavy equipment inventories through short-term bank loans*
Reklasifikasi dari aset tetap - neto ke persediaan	7.432.083	3.537.162	*Reclassification of fixed assets - net to inventories*
Reklasifikasi dari persediaan ke aset tetap	2.661.633	2.233.672	*Reclassification of inventories to fixed assets*
Perolehan aset hak-guna melalui liabilitas sewa	1.216.585	1.512.617	*Acquisition of right-of-use assets through lease liabilities*
Reklasifikasi aset tetap ke aset takberwujud	2.258	511.917	*Reclassification of fixed assets through intangible assets*

38. LABA PER SAHAM DASAR / *38. BASIC EARNINGS PER SHARE*

Laba per saham dasar dihitung dengan membagi laba tahun berjalan dengan jumlah rata-rata tertimbang saham yang beredar selama tahun yang bersangkutan.

Basic earnings per share is computed by dividing the profit for the year by the weighted-average number of shares outstanding during the year.

	Tahun yang berakhir pada tanggal 31 Maret/ *Year ended March 31,*		
	2026	**2025**	
Laba tahun berjalan	15.983.119	31.061.735	*Profit for the year*
Total rata-rata tertimbang saham yang beredar	840.000.000	840.000.000	*Weighted-average number of outstanding shares*
Laba per saham (angka penuh)	**0,019**	**0,037**	***Earnings per share (full amount)***

39. PERISTIWA SETELAH PERIODE PELAPORAN / *39. EVENTS AFTER THE REPORTING PERIOD*

Dividen Kas dari Hexa / ***Cash Dividends from Hexa***

Berdasarkan Keputusan Sirkuler Pemegang Saham sebagai Pengganti Rapat Umum Pemegang Saham tanggal 22 Juni 2026, para pemegang saham Hexa menyatakan pembagian dividen kas dimana Perusahaan akan menerima dividen kas sebesar Rp9.101.550.000. Pada tanggal 29 Juni 2026, Perusahaan telah menerima dividen kas dari Hexa sebesar Rp9.101.550.000 (setara dengan $AS509.687)

Based on Circular Resolution of Shareholders in lieu the Annual General Meeting of Shareholders dated June 22, 2026, Hexa's shareholders declared cash dividend for its shareholders in which the Company will receive cash dividend amounting to Rp9,101,550,000. On June 29, 2026, the Company has received cash dividends from Hexa amounting to Rp9,101,550,000 (equivalent to US$509,687)

39. PERISTIWA SETELAH PERIODE PELAPORAN (lanjutan)

Perubahan Susunan Direksi Perusahaan

Berdasarkan pernyataan keputusan Rapat Umum Pemegang Saham Luar Biasa Perusahaan yang diadakan pada tanggal 19 Mei 2026, sebagaimana dinyatakan dalam Akta Notaris Gatot Widodo, S.E., S.H., M.Kn. No. 6 pada tanggal yang sama, para pemegang saham menyetujui perubahan susunan Direksi Perusahaan. Perubahan ini telah diberitahukan kepada Kementerian Hukum Republik Indonesia dalam Surat No. AHU-AH.01.09-0313953 tanggal 8 Juni 2026.

Susunan Direksi Perusahaan adalah sebagai berikut:

39. EVENTS AFTER THE REPORTING PERIOD (continued)

Changes in the Composition of the Company's Director

In accordance with the resolutions of the Extraordinary General Meeting of Shareholders of the Company held on May 19, 2026, which were notarized by Deed No. 6 of Gatot Widodo, S.E., S.H., M.Kn. on the same date, the shareholders resolved to change the composition of the Company's Directors. The changes were notified to the Ministry of Law of the Republic of Indonesia through Letter No. AHU-AH.01.09-0313953 dated June 8, 2026.

The composition of the Directors of the Company are as follows:

Direksi:		*Directors:*
Direktur Utama	Dwi Swasono	*President Director*
Direktur	Koji Sato	*Director*
Direktur	Nobuyasu Hagiwara	*Director*
Direktur	Teru Karahashi	*Director*
Direktur	Yoshendri	*Director*
Direktur	Hiroki Majima	*Director*
Direktur	Ryoji Tanaka	*Director*
Direktur	Junji Fukagawa	*Director*

2025

Laporan Tahunan dan Laporan Keberlanjutan
Annual Report and Sustainability Report

HEXINDO

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